**CHAPTER ONE**

**INTRODUCTION**

# 1.1 Background and Justification

Conflict appears in a common scenario when two employees are not getting along. The probable usual root-cause of the conflict arises from their personality differences. In an organization, the leaders or human resource managers can bring the solution and fix the conflicts. It is important that the leaders pay attention on coming up with the solution because all the employees are important within the organization. If the internal interventions or solutions created by the leaders is not effective or is delayed, it might intensify the situation between the employees (Lewin, 2001; Giesen, 2007).

Organization is clearly described as the collection of people working together to achieve the common goals. In the concept of organization, the people or the members working under the umbrella of the leader is considered as a team that has a harmony and creates relationship in every activities that they do. On the other hand, conflict is an action where there is disagreement. The different behaviors of members are sometimes subject to the conflict. Conflicts may come from the incompatible goals and interests and the results might destroy the organization. The need for the appropriate management is anticipated whenever there is a hint of conflict present in the workplace (Terry and Franklin, 1988).

According to Chandan (1987), human beings have their own basic needs; everyone needs to be recognized as individual with a personal identity and be able to feel safe. If these needs are not met, people protest and protesting can lead to rebellion and violence. In order to fulfill their needs, people interact with others. In the process of interaction, there are many rooms for the occurrence of conflicts. The concept of conflict, being an outcome of behaviors and it is an integral part of human life. Wherever there is interaction, there is conflict. As to him, conflict is disagreement between two or more individuals or groups each individual or group trying to gain acceptance of its view or objectives over others and because people differ in their attitudes, values and goals, conflict among them become unavoidable.

Conflict is a basic fact of life in groups and organizations and conflict is not surprising. The very nature of organizations guarantees the emergence of conflict. First, organizations contain people with divergent personalities, perceptions, and values. Second, those people who are assigned to jobs that have contrasting characteristics impart unequal degrees of status and frequently foster competition. Third, organizations contain groups that often have conflicting views and that must compete for scarce resources they need to achieve their goals. Thus, conflict is an inescapable aspect of social interaction, an inevitable consequence of the interactions and interdependence between organizational participants (Rao and Narayana, 1996).

Similarly, Terry and Franklin (1988) stated that conflict exists in all organization despite the finest formal organizational system and the most cohesive informal organization. Conflict is opposition or dispute between persons or groups within the firm and with all developments and changes that take place among managers and workers, it is reasonable to expect difference in opinions, beliefs and ideas.

The interaction of the organization with different bodies leads to conflicts. Since people in the organization are coming with different needs, goals, interests and values, then this difference and the incompatibility of needs, goals, interests and values may develop in to conflict. Different writers stated that organizational conflict is regarded as a discord that occurs when the goals, interest of values of different individuals or groups block, in an attempt to achieve their objectives. Even though the existence of conflict in any social setting is unquestionable, its source or causes are different. In order to manage conflict effectively, managers should understand the main source of conflict. The causes of conflict are; resource scarcity, incompatibility of thought, values or goals and power or authority. Similarly, incompatible goals, different values and beliefs, task interdependence, scarce resources, ambiguous rules and communication problems might lead in to organizational conflicts (Kinard, 1988; Chandan, 1987and Shane, 2004).

In different organizations, conflicts occur in different forms. It may appear in personal or group forms. Conflict exists in organizations in different levels. It may occur between or within the individual, between or within groups and between or within organizations (Chandan, 1987; Nelson and Quick, 1997)

 Conflicts in organizations have different consequences. Some conflicts may be constructive and others may be destructive. Not all conflicts are bad and all conflicts are good. According to Terry and Franklin (1988), since conflict is inevitable, a helpful approach for the manager is to use it, so that, an appropriate and effective means for achieving goals can be followed. As to them, such an approach requires acceptance of the view that the perfect organization is not free from conflict and that conflict is helpful in bringing about needed changes.

Regarding to the effects of conflict, Rao and Narayana (1996) explained that the positive consequences of conflict are it stimulates for change, it fosters creativity and innovations, and it creates cohesion and satisfaction. It is also necessary for internal stability of organizations and the negative effects of conflicts is that it creates stress in people, diversion of energy, it creates instability and chaos, and it distorts goals, diversion of the group’s time and effort toward winning the conflict rather than toward achieving organizational conflict. Supporting the above idea, Nelson and Quick (1997) described that some types of conflict encourages new solution to problems, stimulates creativity, motivates changes and other conflicts divert energy from work, waste resources, creates a negative climate and breaks down group cohesion, etc.

Several decades ago conflict was considered harmful, induces merely negative outcome, was to be avoided, suppressed and those who generated conflict were considered a trouble maker. Now there are trends to recognize that some anxiety and conflict are needed for us to behave most effectively. Hence, in order to achieve organizational goals, managers should minimize the causes of conflict and maximize functional conflict (Terry and Franklin, 1988).

In social life, conflicts do occur but they are managed by family members, friends and relatives. The same applies to organizations. When conflict arises, it needs to be resolved by management for the sake of organizational growth, survival and the enhancement of performance. Effective manager must understand the nature of conflicts that is beneficial to the enterprise and conflict that is not. As to them, manager must deal with conflict in ways that promote both individual and organizational goals. The management of conflict is essential prerequisite to sound management of human relation and ways or methods of resolving conflicts in the organization are; avoidance (ignores disagreements, takes no position on the issues involved and may even be hesitant to talk about the situation), accommodating (emphasis is on the common interest of the conflicting group and a de-emphasis on their differences), compromising (emphasis is on the process of compromise and bargaining based on a simple give and take process), dominance (power oriented and is associated with direct physical aggression and heavy reliance on punishment) and problem solving (using participative management techniques to gain consensus and commitment to objectives) ( Rao and Narayana,1996).

Managers are concerned about conflict for three different reasons. First, they believe that conflict is natural occurrence in all society and it is inevitable. So, any perfect organizational health is not free from conflict. Second, they also agree that conflict is neither bad nor good for organizations but the way of handling the conflict determines its effect and thus all conflicts are not bad. Third, they believe that conflict is not organizational abnormality and rather it is a normal aspect of social intercourse. It is the fact of life that must be understood rather than fought. So, managers should give attention to conflicts rather than suppressing or ignoring them (Rao and Narayana, 1996). Since conflict is natural phenomena in social life, it exists in all types of organizations. Therefore, Trade, Industry and investment Promotion, Micro and Small enterprise Agency, and Transport Authority are part and parcel of this study.

# 1.2 Statement of the problem

Public organizations are established to satisfy the interests of the society. To achieve this goal, managers and employees usually work in it as much as they can. Business runs in a changing environment. So, the intention of making it successful is encircled by a lot of problems that may emanate from different direction at different degrees. Nelson and Quick (1997), explained that today’s organization may face greater potential for conflict than ever before in history. The market, with its increasing competition and globalization, magnifies difference among people in terms of personality, values, attitudes, perceptions, language, cultures and national background, with the increasing of the workforce, which furthermore leads to potential incompatibility and conflict.

Organizational conflict is opposed to the applied term in cooperation that sometimes shows the involvement of the emotions and feelings (e.g. masculinity vs. femininity). It is often manifested as an open discussion between individuals or groups in an organization that can reflect in both negative and positive results. Conflict, when becomes larger can be destructive (Ikeda et al, 2005). Based on the previous studies, the results are divided into two effects of organizational conflicts. It can both close the communication channels and destroy the trust, or provides benefits for the innovation, cooperation, and builds value in the diversity.

Whenever individuals with varying needs, values and personalities come together within organizational structures, conflict is inevitable and we cannot avoid conflict from our part of life. Because of the wide range of potential differences among people, the absence of conflict usually signals the absence of meaningful interactions. Without conflict, organizations would be only a pathetic and stagnant. So, it is an indicator of stimulant for change. Now days, one of the problems in the organization in this time is conflict between workers and management, between workers, between organization and external environment due to different reasons and thus no organization escapes conflict. Since people are coming with different attitudes, interest and goals, this incompatibility leads to conflict. For healthy organizations, the existence of conflict is normal (Kinard, 1988; Rao and Narayana 1996).

In the working lives, employees occasionally have causes to be uncomfortable, disappointed or aggrieved either about certain managerial decisions, practice or service conditions. When employees are in conflict in the organizations, they show different behaviors to express their grievances. According to Rao and Naranya (1996) and Wikipedia, the free encyclopedia, in the organizations, workers who are in conflict exhibit refusal to cooperative, gossip, reduce creative collaboration and team problem solving, decreased customer satisfaction, a higher frequencies of absence from workplace, resign from committees ,delay decisions, create deadlocks, divert time and energy from the main issues, etc. The consequence of these behaviors leads to the decrease in the performance of employees as well as the organizations. The important thing here is that whether this particular symptom or feeling is given attention or is ignored all together. In a diversified workplace, there is a high potential for conflicts that may gradually affect the productivity. Performance is defines as the employees’ perceptions on their exerted effort in their attitudes in their job and in the entire team (Jehn, 2000).

Rao and Naranaya (1996) stated that conflict in the organizations should not be suppressed, ignored or avoided. Since conflicts in organizations affects employee’s behavior, performance and the general structure of the organization, it should be given attention or treated properly. For this, Shane (2004) explained that socio-emotional conflicts increase frustration, job dissatisfaction and stress. In the long term, this leads to increased turnover and absenteeism. Terry and Franklin (1988) also described that conflict is consistently associated over an organizations personality, performance, innovation, creativity and productivity. Hence, in order to make conflicts constructive, leaders should give attention to employees feeling and behavior in relation to conflict.

If organizational leaders suppress conflict, its result may be negative or dysfunctional. So, managing conflicts in organizations is the most important and essential activities of the management, because without conflict organizations would be stagnant. Nelson and quick (1997) stated that estimates show that managers spend about 21 percent of their time dealing with conflicts. As to them, managing conflicts is equivalent of one day every week and conflict management skills are a major predictor of managerial success. When we come to our region, managing conflict is a serious problem and main issues in governmental organizations. That is why, most of governmental organizations now days employ different experts in order to examine or manage the grievances or conflicts of employee’s, groups and customers in the organization and Amhara region has also employed such experts in order to handle the grievances of employees (Report of Amhara Region capacity Building Bureau, 2001).

Bureaus of Trade, Industry and Investment Promotion, Micro and Small Enterprise development Agency, and Transport Authority are not exception since it has its own organizational goal and the attainment of the goals is directly related to managing conflicts. The Amhara region Trade, Industry and Investment promotion report and grievances documents (2001) showed that there are conflicts between workers, between employees and management and between groups because of limited resources, organizational structure, role conflict, and unclear communication, competition for job positions and competition among groups. So, it would be very important to further study the cause’s of conflicts, ways of resolving conflicts and its effect in this organization.

# 1.3 Objective of the study

The general objective of this study is to examine the causes of organizational conflicts and its effect on organizational performance in the Amhara Region Bureau of Trade, Industry and Investment Promotion, Micro and Small Enterprise Development Agency, and Transport Authority specific objectives of the study are:

* To outline the main causes of conflicts in the organization.
* To identify types of conflicts in the organization.
* To assess the effects of conflict on organizational performance.
* To examine the relationship between conflict and organizational performance.
* To recommend some of the conflict resolution mechanisms of conflicts in the bureau and,
* Outline the directions of future research related with organizational conflicts in the organization to achieve organizational success.

By the end of the study, the incorporated ideas regarding the conflicts and its management are highly recommended to be applied as the guiding principle in the organizations in Amhara National Regional State. Through the action of different industries to the international competition and economic changes, it is important that the people working in an organization stays strong and remain competent.

# 1.4 Research Questions

In order to investigate the causes of conflicts and its effect on organizational performance the following questions were raised:

* What are the major causes of conflict in Amhara National Regional State bureaus of Trade, Industry and Investment Promotion, Micro and Small Enterprise Development Agency, and Transport Authority?
* To what extent the conflicts in the bureau affect the performance of the organization?
* What are the recognized negative and positive consequences of conflicts in the organization?
* What are the applied solutions or the quick fix measures involved in the organizational conflicts that are taken by leaders or managers?
* What are the potential mechanisms to resolve the conflicts in the organization?

# 1.5 Significance of the Study

The researcher expects that the findings obtained from the study will have at least the following benefits:

* Identifying major causes of conflicts and its effects on the organization.
* Showing method of resolving conflicts in the organization.
* Making managers to be aware of conflict resolving mechanisms.
* Enhance managers’ attitude towards conflicts and ways of managing them.
* The management of the organizations may also use the recommendations of this study in order to recognize conflict situation and to develop appropriate strategies to resolve and to minimize conflict in the organization.
* The study will also help as spring board for further studies in the area of conflict, its causes, effects on the performance of organization and mechanisms to resolve conflict.

# 1.6 Delimitation of the Study

For the sake of manageability the study is delimited to focus on examining the major causes of conflict and its effect on the organizational performance in the bureaus of the Amhara National Regional State. Even though conflict exists everywhere in different organizations, this study is delimited to the governmental organizations; bureau of Trade, Industry and Investment Promotion, Micro and Small Enterprise Development Agency, and Transport Authority in Bahir Dar town. The current heads, employees, managers and process owners of these organizations were considered under this study.

# 1.7 Operational Definition of Terms

**Conflict:** Conflict in organizations means a disagreement or incompatibility within or between individuals, groups or organizations due to differences in beliefs, goals, thought, resources, authority, power, etc.

**Core Process:** is a process, which is a base for the establishment of an organization. It is an activity directly related to organizational mission and it is performed in order to satisfy customer needs.

**Support Process:** is a process which is not the base for the establishment of the organization but it supports/is important/ to achieve the aim of the core process.

**Organization:** in this research organization is organizedas the bureau of Trade, Industry and Investment Promotion, Micro and Small Enterprise Development Agency, and Transport Authority of the Amhara National Regional State.

**Organizational leaders:** are leaders who are responsible for the successful or achievement of the objectives of the core/support processes in the entire organization.

**Process Owners:** the process owner is a manager with responsibilities of the specific process that is reengineered. He/she motivates and provides the necessary support for team members.

**CHAPTER TWO**

**REVIEW OF RELATED LITERATURES**

# 2.1 The Concept of Conflict

Several decades ago, conflict was considered harmful, induces merely negative outcome, was to be avoided, suppressed and those who generated conflicts were considered as a trouble maker. Now, the trends to recognize that some anxiety and conflicts are needed for us to behave most effectively are getting attentions. Human beings have their own basic needs. Everyone needs to be recognized as individual with a personal identity and be able o feel safe. If these needs are not met, people protest and protesting can lead to rebellion and violence. So, in order to fulfill their needs, people interact with others. In the process of interaction, there are many opportunities to appear/create conflicts (Terry and Franklin, 1988).

According to Rao and Narayana (1996), conflict is a basic fact of life in groups and organizations. It is an inevitable feature of present day organizations and is an inescapable aspect of social interactions. In every society, there is conflict because in each society people differ in their attitudes, values and goals, conflict among them becomes unavoidable. However, conflicts have different sources/reasons/ that depends on the types of conflict. It may be the incompatibility of goals and values, unfair distribution of resources, or unfair decision etc. Conflicts have a positive/constructive/ or negative /destructive effects on organizations depending on way of managing it.

Managers need to be concerned about conflict for three reasons. First, they have to believe that conflict is natural occurrence in all society and it is inevitable. So, any perfect organization’s health is not free from conflicts. Second, they also need to agree that conflict is neither bad nor good for organizations but the way of handling conflicts determine their effect, since all conflicts are not bad or good. Third, they also need to believe that conflict is not organizational abnormality. On the other hand, it is a normal aspect of a social intercourse. Conflict is a fact of life that must be understood rather than fought. In these contexts, management views conflict should be managed properly, since, without conflict organization would be only a pathetic and stagnant (Rao and Narayana, 1996).

## 2.1.1 Definition of Conflict

Different types of definitions have been given to conflicts. Kinard (1988) defined conflict as an emotional or physical struggle arising when two or more persons compete for the same resources, activities, or goals and when only one can achieve them at the expense of others. Similar to this, Chandan, (1987) defines conflict as a disagreement between two or more individuals or groups, with each individual or group trying to gain acceptance of its view or objectives over others. Shane (2004) also explained conflict as a process in which one party perceives that its interests are being opposed or negatively affected by another party. As to him, incompatible goals, different values and other conditions lead one or both parties to perceive that conflict exists.

Organizational conflict is defined differently by different writers. According to Chandan (1987), organizational conflicts are disagreements on such factors as allocation of resources, nature of goals and objectives, organizational policies and procedures, nature of assignments and distribution of rewards. Wikipedia, the free encyclopedia, defines organizational conflict as a state of discord caused by the actual or perceived opposition of needs, values and interests between people working together. There are jurisdictional disagreements among individuals, departments and between unions and management. This description shows that conflict is regarded as the disagreement that occurs because of shortage of resources or when the goals, interest or values of different individuals or groups are incompatible with those of individuals or group or frustrate each other in an attempt to achieve their objectives.

**2.2 Causes of Conflicts**

Conflicts in organizations are normal but all conflicts have no the same causes or sources. Different resources and scholars explained that the general causes of conflicts are the incompatibility of goals, values and ideas, scarcity of resource, competitive incentive and word systems, role ambiguity, organizational structure, etc. According to Chandan (1987), the cause of conflicts is explained as behavioral aspects of conflict, resource aspect of conflict and structural conflict.

## 2.2.1 Behavioral Aspects of Conflicts

According to Chandan (1987), conflicts arise out of human thoughts and feelings, emotions and attitudes, values and perceptions etc. This conflict can arise by a simple misunderstanding or an error in communications and also arise due to differing viewpoints about various issues. He also stated that the personality of an individual may in itself be a cause of conflict. Similarly, Kinard (1988) explained that conflicts arise because groups have different interested goals; conflicts with an individual, after results from conflicting needs or frustrating situation and communication difficulties are other sources of inter group conflicts.

In relation to the behavioral cause of conflict, Terry and Franklin (1988) stated that goal differences between groups creates different perceptions and can cause conflict. In addition to this, the existence of different departments in the organization creates different needs and develops different specific goals which intern leads in to conflict. Supporting the above idea, Denbona (1985) explained the cause of conflict in relation to behavioral aspect as “Personality differences or clashes in emotional needs may cause conflicts”. Conflict arises when two groups or individuals, interacting in the same situation, see the situation differently because of different reasons. People have different style, principles, values, beliefs and slogans which determine their choice and objectives. When choices contradict, people want different things and that can create conflict situations. In addition to this, Denbona (1985) stated that people have different ideological and philosophical out looks, as in the case of different political parties, conflict may arise.

Schramm-Nielsen (2002) as cited in Kehinde defines conflict as a state of serious disagreement and argument about something perceived to be important by at least one of the parties involved while Azamosa (2004), says industrial conflict involves the total range of behavior and attitudes that is in opposition between individual owners and managers on one hand and working people on the other. However, there are many sources of organizational conflicts as categories by Jones and George (2003) with each category having its unique characteristics. Duke (1999) observed that conflicts could arise between individuals or groups in an organization if the goals are not specified or when the management shift blame on all or a unit(s) involved in work process.

In addition, Rao and Narayana (1996) described that conflict may arise because of personality differences and differences of perceptions i.e. varied backgrounds, experiences, education and training results in individuals developing different perceptions of similar realities, the result being an increase of conflict. Clashes of values and interests may also result as a source of conflict. Furthermore, they also stated that the existence of incompatible goals among groups can easily lead to group conflicts. The general explanation indicate that the incompatibility of goals, beliefs, values, perception, interest, needs, thoughts, feelings, attitudes and personalities are sources / reasons of individual/ group or organizational conflicts.

## 2.2.2 Structural Aspects of Conflict

As to Chandan (1987), conflict arises to issues related to the structural design of the organization as a whole as well as its sub units. Similar to the above idea, Kinard (1988) explained that conflicts also can be caused by organizational structure itself. Since an organization employs individuals with different personalities, and, all aspects of the organization’s structure will not be compatible with all its members, this naturally leads in to conflicts. As to him, there are different issues which involve under this causes of conflict.

### 2.2.2.1 Role Ambiguity

As Chandan, (1987) role is a set of activities associated with a certain position in the organization or in the society. If these activities are ill-defined, then the person who is carrying out these activities will not behave while others expect him to behave in accordance to his role and this will create conflict, especially between the individual and those people who depend up on his activities. In addition to role ambiguity, he stated that role conflict may be a cause of conflict. This means, when two or more persons have different and sometimes opposing expectations of a given individual or where individual plays more than one role, simultaneously in his life and the demands of these roles conflict with each other. In relation to this idea, Wikipedia, the free encyclopedia, states that role conflict occurs when an individual receives inconsistent demands from another person; for example, he is asked to serve on several times Consuming committees at the same time that he is urged to get out more production in his work unit. Another kind of role strain takes place when the individuals find what is expected to meet in the organization. These and other varieties of role conflict tend to increase an individual’s anxiety and frustration.

Kinard (1988) indicates that, overlapping task definitions can be other sources of inter-group conflict. Difficult in assigning credit between two departments increases the chance of conflict between them. He also stated that, role ambiguity is another cause if inter-personal conflict, a situation that arises when role demands are not clearly communicated. As to him, role conflict occurs when incompatible demands are placed on a manager by two different groups of people. In adequate or unclear communications stimulate conflict because important information is held back and parties do not know each other jobs (Rao and Narayana, 1996).

### 2.2.2.2 Design of Work Flow

According to Chandan (1987), this kind of cause of conflict are primarily intergroup problems and conflicts which are the outcomes of poorly designed work flow structure and poorly planned coordination requirements especially where the tasks are interdependent. A poorly designed work flow and uncoordinated activities between departments would create conflict and problems.

Terry and Franklin(1988) stated that, group inter dependence is the reason for conflict in organizations when one organizational group must complete its activities and work before another group can begin work on the product or project. The output of one group is the input for another and conflict can easily occur if delays are caused or sloppy work is done by the first sequential group. Careful management, planning coordination, communication and controlled decision making are essential to relieve this type of potential conflict in organizations.

Supporting the above idea, Rao and Narayana (1996) explained that as the task interdependence increase the potential for conflict, when departments have little interaction with each other are affected by each other’s actions or one unit is unable to commence its work until the other unit completed its job, the potential of conflicts is greatest. When two or more groups are mutually interdependent in accomplishing the tasks, the output of departments influences one another in reciprocal fashion. Conflict is likely to crop up when agreement is not reached about the coordination of services to each other. Generally, conflicts may arise if there is a poor coordination, planning and poor management of activities in the organizations. If workers do not well coordinate their activities, there will be confusion and conflict (Chandan, 1987).

## 2.2.3 Resource Aspects of Conflict

The research findings generally confirm that resource allocation is another source of conflict. In relation to this, resource allocation is a bone of contention between organization member groups. Resources symbolize power and influence, and are the means of accomplishing goal conflicts. Besides to this, conflicts can involve between two managers who are competing for limited capital and manpower resources (Rao and Narayana, 1996; Chandan, 1987).

As to Kinard (1988), conflict between individuals most often occurs when two people compete for the same job or for limited resources. Limited resources that must be allocated create win lose competition among groups, thus resulting in dysfunctional conflict (Terry and Franklin, 1988). Conflicts arise in groups because of the scarcity of freedom, position and resources (Wikipedia, the free encyclopedia). There are also causes which facilitate conflicts in the organization/in the society. People who seek power therefore struggle with others for position or status within the group. Rewards and recognition are often perceived as insufficient and improperly distributed and members are inclined to compete with each other for these prizes (Wikipedia, the free encyclopedia). Similar to this idea, Rao and Narayana (1996) stated that inter-personal conflicts arise from unequal distribution of power and status. In addition to this the system of incentive and reward can lead a cause of intergroup conflict.

# 2.2.4 Conceptual Framework of the Sources of Organizational Conflicts

Conflict is an essential and unavoidable human phenomenon because where there is human interaction; there is a likelihood of personal likes and dislikes. These agreements and disagreements among individuals and groups lead those to conflicts. Conflicts are neither constructive nor disruptive but the ways these are handled make them either positive or negative. However, the causes of conflict are many and diversified so that understanding the conceptual relationship of these causes is important in the study of conflicts and conflict management.

Figure 1: the various sources of organizational conflicts (Source: Obasan Kehinde; Impact of conflict management on corporate productivity: an evaluative study, 2011)

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As shown above in the figure, organizational conflict could be caused by incompatibility of goals and time horizon, overlapping of authority, task interdependence, incompatible evaluation or reward systems, scarce resources and status inconsistencies.

## 2.3 Types of Conflict

Regarding the kind of conflict different scholars suggested their own views. For instance, Kinard (1988) classified conflicts in to three, intrapersonal conflict, inter personal conflict and inter group conflict. Chandan (1987) also divided conflict into five; these are conflict within individual, Inter personal conflict, conflict between the individual and the group, Inter group conflict and Inter-organizational conflict. Rao and Narayana (1996) categorized conflicts in to three. Inter-individual and intra-individual conflict, intra and Inter group level conflict and Intra and inter organizational level conflict. Wikipedia, the free encyclopedia also divided social conflict in to three personal conflict organizational conflict and conflict with in groups. Generally, based on the interaction of issues conflicts divided into six.

## 2.3.1 Inter- personal Conflict

This kind of conflict is most common as it occurs between individuals. Chandan (1987) stated that, Inter personal conflict involves conflict between individuals and is probably the most common and most recognized type of conflict. The causes of this type of conflict according to him are; people competing for limited capital and man power resources, disagreements over goals and objectives of the organization, and personality clashes that is clashes in opinions, attitude and characteristics. Regarding to interpersonal conflict, Kinard (1988) also explained as “Interpersonal conflict involves rivalries in the work environment between individuals”. As to him, conflict between individuals most often occurs when two people compete for the same job or for limited resources. Conflicts also arise between employees and their bosses in this kind of conflict.

Supporting the above idea, (Rao and Narayana, 1996) described about interpersonal conflict in this way; Inter personal conflict involves two or more individuals rather than individual. As to them the most commonly cited reasons for inter personal conflicts are personality difference, perceptions, clashes of values, interest, power and status difference and scare resources. Interpersonal conflict among group members in organizations is inevitable. Personality clashes stereo typing, disagreements on methods and procedure and numerous other problems can contribute to inter personal conflict (Terry and Franklin, 1988).

## 2.3.2 Intra- individual/Intra- personal Conflict

This conflict is a conflict within the individual or is internal to the person. Man has different need and interests. In the process of fulfilling his needs, conflict may arise within individual. For this (Rao and Narayana, 1996) explained that |Interpersonal conflict is internal to the person and is probably the most difficult type of conflict to analysis. This conflict arising due divergent goals (when a goal that an individual in attempting to achieve has both positive and negative features or when two or more competing goal exist). Conflict arises from out of multiple roles to be played daily (the existence of role almighty and role conflict).

Conflict within an individual or intra-personal conflict, often result from conflicting need or frustrating situations. A person entering an organization brings a long a highly complex system of needs and attitudes. Intra -personal conflict also arise b/c of role ambiguity or role conflict or when people know what they want but are unable to attain it or when a situation prevents them from behaving according to how they perceive their roles (Kinard, 1988). Similarly, Chandan (1987), indicated that, conflict within the individual is usually value related with what the role playing is expected of an individual does not conform to the values and beliefs held by individuals. In addition to this, role conflict causes intra personal conflict or when a person may have to choose between two equally desirable alternatives or between two equally undesirable goals. Conflict within individual have many reason and it is difficult to resolve it easily.

## 2.3.3 Intra -group Conflict

This type of conflict is a conflict between an individual and group. These types of intra group conflicts arise frequently due to an individual’s inability to conform to group norms. If the individual violate the group norm, or standard individual may punished, then he could come in to conflict with other group members. According to Chandan (1987), all formal groups, as well as informal groups have established certain norms if behavior and operational standards which all members are expected to adhere. The individual may want to remain within the group for social needs but may disagree with the group methods. This conflict may also be between the manager and his subordinates as a group or between the leader and the led. A manager may take disciplinary action gains a member of the group causing conflict which may result in reduced productivity.

## 2.3.4 Inter- group Conflict

Inter group conflict is the conflict between groups teams and departments. Due to different reasons two or more groups or teams in the organization may create conflict. Kinard (1988) described that, inter group conflict develops for a variety of reasons between two or more departments or interest group within an organization. The source of this type of conflict occurring to him is competition between groups for limited resources (money, personnel, equipments communication difficulties, because groups have different interests and goals and overlapping task. Similarly, Rao and Narayana (1996) stated that Inter-group conflicts over authority; jurisdiction and resources are exceedingly common. Every group is in a least conflict with every group it interacts with most of the departments in the organizations competing for the allocation of scarce resources and power. As to them, research finding conflict that incompatible goals, task interdependences, resources allocation, competitive, incentive and reward systems, line and staff conflict, and differences in values or perceptions are the main cause of intergroup conflicts. In addition to this, Chandan (1987) explained that, ‘an organization is an interlocking network of groups, departments, sections or work teams. These conflicts are not so much personal in nature. It is due to conflicts between line and staffs by task inter dependencies, inconsistent rewards and differing criteria for different units and groups.

## 2.3.5 Inter- Organizational Conflict

This conflict involves across different organizations. Regarding this conflict, Chandan (1987) stated that, this conflict occurs between organizations, which in some way are dependent up on each other. For instance between buyer organization and supplier, between government agencies that regulate certain organizations and the organizations that are affected it. Rao and Narayana (1996) also described about this conflicts in this way. ‘The basis of inter organizational conflicts are essentially the same as the bases of intergroup conflict. Most commonly cited reasons for this kind of conflict like incompatible objectives, conflicts over status, prestige and money are present inter organizational conflict also.

## 2.3.6 Intra- organizational Conflict

Intra organizational conflicts occur within the organization or internally occur within the organization may be between employee with in departments or superior with subordinate or conflict with line and staff. According to Rao and Narayana (1996), conflicts internal strains can be identified the horizontal strain, the competition between different functional systems (between employees or departments at the same hierarchical level in an organization), vertical strain the competition between various level in the hierarchy for power, privilege or reward, and line and stuff conflict. Some of the possible causes of conflict within the organizations are; inadequate communication between levels, differences of interests between position holders occupying different status in the organizational hierarchy, a distinct lack of shared perceptions and attitudes among members in various levels, the creation of low status and high status person.

# 2.4 Effects of Conflict on the Organization

Scholars indicate that scientific file management administrative and human relation schools believed or advocated that any conflict should be avoided in the organization. But the modern management view is not so negative about conflict. It believed that conflict can be helpful and constructive if handled properly. Though conflict is like fire, can be useful force when properly handled. Conflict is often cast in the role of the villain, has long been recognized that conflict is not inherently pathological /destructive. Its very pervasiveness indicates that it has many positive outcomes (Rao and Narayana, 1996). According to Kinard (1988), conflict is both good and bad. It may be desirable for promoting change and growth. Depending on managers’ response to conflict, the outcome may help or stifle group and individual growth. Not all conflicts are bad and not all conflicts are good. Conflict can create negative impact to groups but may also lead to positive effect depending on the nature of conflict. Conflict in the group need not lead to negative results, however the presence of dissenting member or subgroup often result in more penetration of the group’s problem and more creative solutions (Wikipedia, the free encyclopedia). So, conflicts in the organizations have two effect/results Viz constructive/ positive and destructive/negative conflict.

## 2.4.1 Constructive/Positive Effects of Conflict

When conflict arises, we need to be able to manage them properly, so that it becomes a positive /constructive force, rather than negative force, which would threaded the individual or group. Terry and Franklin (1988) advocated that, conflict should be approached as a normal part of behavior that can be exploited as a means of promoting and achieving change and thus resolving conflict can bring about needed organizational changes such as redefining of goals, re allocation of resources and changing producers.

Rao and Narayana (1996) discussed the positive consequences of conflict as if it is a major or stimulant for change, group think is avoided, it foster creativity and innovations, creates cohesion and satisfaction and it is necessary for internal ability of organizations due to the fact that it initiates a search for away to polish and refine objectives, methods and activities. Chandan (1987) also stated that conflict helps in increased cohesion, it promotes competition and hence it results in increased efforts, it serves as a foundation for organizational development, it helps in analytical thinking (it may induce challenge to views, opinions, rules, goals, plans etc which would require critical analysis in order to justify these as they are or make changes as required).

Regarding the constructive effect of conflict, Terry and Franklin (1988), advocate that functional conflict usually occurs between two or more groups within a firm and improves the organizational performance and outputs. This conflict encourages creative thinking and contributes to organizational performance. Without functional conflict in organizations, there would be stagnation and almost no commitment to organizational change and improvement. So, conflict is a productive force, if we handle/manage properly, it can stimulate members of the organization to increase their knowledge and skill and it contributes to organizational innovation and productivity. The way conflict is managed rather than suppressed, ignore or avoided, contributes significantly to organization effectiveness (Rao and Narayana, 1996).

## 2.4.2 Destructive/Negative Effects of Conflict

Depending on the nature of conflicts, there are conflicts which have negative effects. Due to different reasons some of the result of conflicts may be destructive. Dysfunctional conflicts prevents organizational goals from being achieved since an employees have his or her own objective at the total expenses of (with disregard for) others (Terry and Franklin, 1988). Similarly, Rao and Narayana (1996) describe the negative consequences /effects of conflict such as creates stress in people, diversion of energy, diversion of the groups time and effort toward winning the conflict rather than toward achieving organizational conflict and tend to put their own aims above those of the organization. In this case, conflicts create instability and chaos, and goals are distorted and resolution of conflict is viewed as a win-loss rather than a win-win.

Generally, some of the problems of conflict are; lack of cooperation, poor communication, the increase of stress among employees, reduced creative collaboration and team problem solving and decreased customer satisfaction. The win-lose conflict in group have some of the following negative effects:- diverts time and energy from the main issues, delays decisions drop out or resign from committees, provoke personal abuse, cause defensiveness, interfere with empathy, decreases/ destroy sensitivity etc(Wikipedia, the fee encyclopedia).

# 2.5 Methods /Styles to Resolve Conflict

Conflicts are inescapable in an organization even though the effect/result of conflict could be negative or positive and managers should take care in resolving conflicts. By understanding the situation of constructive and destructive effects of conflict, managers should manage conflicts rather than suppress or try to avoid it. Since conflict has constructive and distractive consequences, it must be analyzed and managed carefully (Rao and Narayana, 1996). Different scholars suggest different ways or strategies to deal with conflict in an effective way to create and stimulate constructive conflict and to resolve destructive conflict.

Kinard (1988) described some strategies for conflict resolution which include: - conducting a problem analysis to determine the basic issues, state the problem as a goal or as an obstacle rather than as a solution, identify the steps to attaining the goal, depersonalize the problem and separate the process of defining the problem from the search for solutions and from the evaluation of alternatives. In dealing with conflict, it is advisable first to recognize its existence and to identifying the persons involved. Check out the others thoughts to make certain you know what they are don’t assume you know (Terry and Franklin, 1988). Different writers have suggested different ways of resolving conflicts. For example, Rao & Narayana, (1996) described the different style of resolving conflict such as dominance, avoiding (with drawl), accommodating (smoothing), compromising (lose-lose), problem solving (confrontation). Chandan (1987) also stated the five premier strategies for resolving conflicts as ignoring the conflict, smoothing, compromising, forcing and problem solving. According to Wikipedia, the free encyclopedia, strategies for managing group conflicts are avoidance, smoothing, dominance/power intervention and confrontation. Even though different authors have given different terminology to describe these strategies, the basic content and approach of these strategies remain the same (Chandan, 1987).

## 2.5.1 Avoidance Method

As the word indicates, avoidance refers to the system of conflict resolution where the management doesn’t give attention to conflict. As Rao and Narayana (1996), in the method of avoiding of conflict, the person stays out of conflicts and ignores disagreements, takes no position on the issues involved, and may even be hesitant to talk about the situation. This style of resolving conflict is simply ignoring the conflict instead of dealing or managing the problem. According to Chandan (1987), ignoring the conflict in certain situations may be advisable to take a passive role and do nothing about the conflict. In this regard, Wikipedia, the free encyclopedia states that avoidance of conflict is a management strategy which includes non attention or creating a total separation of the combatants or a partial separation that allows limited interaction. So, in order to manage conflicts, one way is avoidance or withdrawal from the conflict depending on the nature and type of the conflict.

## 2.5.2 Smoothing /Accommodating Method

Chandan (1987) stated that smoothing as a method of conflict resolution is simply means covering up the conflict by appealing for need for unity rather than addressing the issue of conflict itself. 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 applying them for cooperation. Similarly, Rao and Narayana (1996) explained that smoothing conflict resolution styles is low in as non cooperative groups and high on cooperativeness. Parties need to be generous and self scarifying. The emphasis is on the common interest of conflicting groups and a de-emphasis on their difference. Implicit in this style is the belief by the individual or group that others will cut off their relationship, if he or she expresses self oriented concerns. In smoothing/accommodating stages of resolving conflicts, the superior does not ignore or withdraw from the conflict. It can be used when a temporary solution is needed in the short run. Research has shown that smoothing is much more sensitive approach than avoidable and is generally more desirable. Smoothing technique stresses the achievement of harmony between disputants (Kinard, 1988).

## 2.5.3 Dominance/Forcing Method

This style of resolving conflict is using power or force to eliminate conflict. In this strategy in the process of resolving one group would be advantageous and the other being disadvantageous. According to Kinard (1988), one of the Filley’s techniques for resolving conflict is win-lose method which is based on force; the supervisor inevitably wins and the employee inevitably loses, which includes the use of mental or physical power to bring about compliance. Supporting this idea, Rao and Narayana (1996) advocated that, the dominance style in higher level conflicts is assertiveness and on low level conflicts is cooperativeness. This style is power oriented and is associated with direct physical aggression and heavy reliance on punishment, to gain control over others. One party’s gain is another party’s loss. This explanation indicates that dominance style resolving conflict always ends up in one party being a loser and the other party being a clear winner. Similarly, Chandan (1987) stated that forcing is one of the techniques to resolve conflicts. This is a technique of domination where the dominator has the power and authority to enforce his own views over the opposing conflicting party. He like Weber also explained that this method is the simplest conceivable, conflict resolution is the elimination of the other party to force opponents to flee & give up the right or slay them.

## 2.5.4 Compromising

This method is a give and take process to solve the conflict. So, there is no a winner or loser party. In this style, each party is concerned about their goal accomplishment and is willing to engage in a give and take to reach a reasonable solution. As Chnadan (1987) described that, a compromise in the conflicts is reached by balancing the demands of the conflicting parties and bargaining in a give and take position to reach a solution. Each party gives up something and also gains something. This technique of conflict resolution is very common in negotiation between the labor union and management. In this regard, Rao & Narayana, (1996) explained that, this is the traditional method of resolving conflict and there is no distinct winner or loser because each party is expected to give up something of value for a concession. The emphasis here is not the process of compromise and bargaining. It is based on a simple give and take process and typically involves negotiation and a series of scarifies. Compromises can be thoughts of as a “give and take” exchanges with no clear winner or loser. A form of compromise is bargaining. In this situation, both sides realize they have to give a little but want to minimize the loss, both parties lack real commitment to the solution (Kinard, 1988).

## 2.5.5 Confrontation/Problem Solving

This method of resolving conflict some authors, call it collaboration method, others we call it win-win style and some writer call confrontation method. But both of them refer the same idea. This method is important and an advisable one, since it is participatory method, both parties are willing to reach consensus to resolve conflicts. As Kinard (1988) stated that, win-win method is the most constructive resolution but it is also the most difficult to reach. It is using participative management techniques to gain consensus and commitment to objectives. With this method, parties identify goals, consider obstacles to reaching them, regard alternative solutions and finally settle on the most naturally beneficial solution. Supporting the above idea, Rao and Narayana (1996) argued that problem solving is said to be the opposite of conflicts because it demands a complete rethinking of the conflict situation. Parties openly share information attempt to listen and develop empathy. There is an attempt to de personalize the issue. Parties debate the issue bringing together all relevant information, consider full range of alternatives and try to solve the problem rather than merely trying to accommodate different points of view. All parties are seen as playing a constructive role.

In addition to this, Rao & Narayan (1996) also explain above the characteristic of problem solving in the following way: conflict is viewed as a non zero sum game, other party is seen as a mutual problem solver, parties perceive joint outcomes, issues are looked at objectively, open honest sharing of information flexibility and tries to solve the conflict in a way that will benefit both parties. Similarly, Chandan (1987) stated that problem solving is clearly related to positive outcomes and it involves confronting the conflict in order to seek the best solution to the problem. This approach objectively assumed that in all organizations, no matter how well managed, there will be differences of opinions which must be resolved through discussions and respect for different viewpoints. Even though all methods of resolving conflicts have their own positive and negative side effects, organization should apply each style depending on the characteristics or types of conflict.

## 2.6 Ways to Minimize Conflict

From the social impact theory, the explanation on the efforts of the individuals to finish the task as well as working with the teams can be explored. The theory views the individuals as the sources and target of social impact and working with groups emphasizes the idea. The great the sources and targets of social impact, the less the motivation of a member to contribute in the group. This is start of the conflict within the team or within the workplace (Furumo, 2008). Through the disagreements and loss of trust to the other members, the conflict gets bigger that in due time, like a time bomb, can destroy the team. Before the worst result may happen, the ice-breaker who is usually the leader or the person that is outside the team should help to resolve the conflict (Cottringer, 2006). The conflict management is an approach between the opposing members within the team. The management styles have been related to the quality of agreement during the negotiations and the other conflict management episodes. The impact of the conflict management may be much broader such creating a pervasive effect on the performance of the organizations. The amount of conflicts creates stress for the individual employees and the different dispositions and the working environment may play in positive and negative effects. The situation of the person involved in a conflict might be incorporate in greater problems. The call for the conflict management styles centered in the main objective and that is to bring the people together to bear the problems at work (Friedman et al, 2000). The management style is made to find solution that will last for only months because the purpose they establish is not to lose any of the organization’s valuable employees (Friedman et al, 2000; Jehn, 2000; Lewin, 2001).

**CHAPTER THREE**

**METHODOLOGY OF THE STUDY**

# 3.1 Design of the Study

Since the research intends to investigate the major causes of conflict and its effect on organizational performance in some selected public organizations specifically in bureaus of Trade, Industry, and Investment Promotion, Micro and Small Enterprises Development Agency, and Transport Authority in Amhara Region, both qualitative and quantitative methods were employed. The applied method in the study is through the use of survey, interview and document. The suggested method was definitely serve as the window of the study in determining the effects of organizational conflicts on the performance particularly in the bureau of Trade, Industry and Investment promotion, Micro and Small Enterprise Development Agency, and Transport Authority of the Amhara Region. The application of the method is an advantage for the study to identify the reason of the conflicts as well as the results that may affect the performance of the individuals and in the organizations. The study will be survey research design which is convenient for examining particular practices and survey research design is widely used as it is inexpensive and useful in collecting large amount of data in short period of time. It provides numerical description of trends, attitudes, or opinions of a population. The survey approach was used, because it has its own advantages of identifying attributes of a large population from a small group of individuals, the economy of the design and the rapid approach in data collection (Babbie, 1990; Fowler and Floyd, 1995). In addition, it will greatly increase our knowledge about what happens in the study context and it`s a strategy perceived as authoritative by people in general and is both comparatively easy to explain and to understand (Saunders et al 2007).

# 3.2 Data Source

The paper aims to find out the causes of conflict and its effects on the organizational performance. To asses this, the researcher conducted a study in Amhara National Regional State Bureau of Trade, Industry, and Investment Promotion, Micro and Small Enterprise Development Agency, and Transport Authority. The main sources of the information were head, managers, processes owners and employees in the organizations.

# 3.3 Sample Size and Sampling Techniques

In order to conduct the study, the sample size was drawn from the governmental organizations namely Bureau of Trade, Industry and Investment Promotion, Micro and small Enterprise Development Agency and Transport Authority in Amhara National Regional State. These organizations are purposefully selected because the researcher of this study is now working in the bureau of Trade, Industry and Investment promotion, so it is easy to follow up the data collection and to easily get the targeted population.

Two types of sampling were used for the study. The first was simple random sampling method applied to select the samples. The sample includes organizational managers, heads, process owners and employees who are working from core process and supporting process. The total number of sample selected for the study consisted of 74 out of the population of 213 employees of the Bureau in the three organizations selected by simple random sampling technique for it enables the researcher to obtain relatively representative sample. In this case, each and every member of the population has an equal and independent chance of being selected using a table of random lists. Among 74 samples 52 were employees and the rest 22 were authorities who selected by using convenience sampling so as to get the views of the managers selected for the study. Two senior managers, two heads, two deputy heads and sixteen process owners were taken from the selected organizations.

**Table 3.1: Total and Respective Samples of Authorities and Employees from the Surveyed Organizations.**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No.** | **Name of the sample Organization** | **Total No. of employees** | **Total No. of Authorities** | **Sample** |
| **Authorities** | **Employees** |
| **F** | **M** | **T** | **F** | **M** | **T** | **F** | **M** | **T** | **F** | **M** | **T** |
| 1. | Trade, Industry and Investment Promotion Bureau | 33 | 43 | 76 | 1 | 7 | 8 | 1 | 7 | 8 | 8 | 12 | 20 |
| 2. | Micro and Small Enterprise Development Agency | 40 | 50 | 90 | 1 | 6 | 7 | 1 | 6 | 7 | 10 | 15 | 25 |
| 3. | Transport Authority | 7 | 18 | 25 | - | 7 | 7 | - | 7 | 7 | 2 | 5 | 7 |
| Total | 80 | 111 | 191 | 2 | 20 | 22 | 2 | 20 | 22 | 20 | 32 | 52 |

**Source:** Trade, Industry and Promotion Sector, 2002 E.C Annual Report

Totally 74 (M=52 & F=22) subjects out of 213 ( M=131 & F=82) will be selected.

**3.4 Data Gathering Tools**

To achieve the objective of this study, the instruments employed were questionnaires, interview and document analysis. The document analysis focused on availability of system to forward grievance or conflict, system of resolving conflict, to identify types and causes of conflict. This was helped triangulate data collected and analyzed from sources.

**3.4.1 Questionnaires**

For 14 process owners and 52 employees, seven items to identify the bio data of the respondents were designed in order to get background of the respondents related to basic research questions and among 40 items, thirty three items were organized in four categories ( five point scaling items ranging from very high to very low or on five point scale with strongly agree to strongly disagree ) were developed followed by one open ended items to enable participants forward their free idea regarding the causes, effects and methods of resolving conflicts. Seven items were designed in different options. The questionnaires were gathered and tallied by the investigator and trained assistants and the refined data was entered computer for analyses followed by interpretation of the obtained result. The medium of language used was Amharic.

**3.4.2 Interviews**

A total of seven interview questionnaires were developed for a head and 2 deputy heads of Trade, Industry and Investment promotion bureau, manager of Transport authority and manger of Micro and Small Enterprise Development Agency, and for two process owners in the surveyed organizations. The interviews were based on the interview response to general practice and issue focusing on the help major causes of conflict, types, effects, methods of resolving and reducing conflicts. The interviews with these subjects were semi-structured person to person conversation. In each interview the sequence of event was similar. All interviews were taped. Immediately after each interview and discussion, the researcher reviewed the tape and notes taken during the conversation. The medium of language used in the course of interview was Amharic.

**3.5 Methods of Data Analysis**

The gathered data which were collected by data gathering tools- questionnaire, document analysis and interviews were analyzed by using qualitative and quantitative approach. The data collected through questionnaire were tabulated by investigator and trained assistance. Statistical package for social science (SPSS) was used to undertake the analysis of the quantitative data obtained. Based on SPSS simple description such as mean scores, standard deviations, t-test, frequencies and percentages were utilized. This statistical procedure is used to compare the two categories of participants (male and female and employees and authorities) in terms of mean scores. For data gathered through interview, open ended questionnaire and document analysis were analyzed by qualitative approach on a narrative description basis.

**CHAPTER FOUR**

**PRESENTATION, ANALYSIS AND DISCUSSION OF THE RESULTS**

# 4.1 Basic Information of the Respondents

The employees of the organization included in the survey vary in their sex, age, educational status, service years, and status.

**Table 4.1: Personal details of the Respondents**

|  |  |  |  |
| --- | --- | --- | --- |
| **No.** | **Respondents** | **No.** | **Percent (%)** |
| 1. | **Sex of Respondents** |  |  |
| * Male
 | 52 | 70.2 |
| * Female
 | 22 | 29.72% |
| Total | 74 | 100% |
| 2. | **Age of the Respondents /in years/** |  |  |
| * 21-30
 | 11 | 14.8% |
| * 31-40
 | 23 | 31% |
| * 41-50
 | 29 | 39% |
| * above 51
 | 11 | 14.8% |
| Total | 74 | 100% |
| 3. | **Educational Qualification** |  |  |
| * Diploma
 | 14 | 18.9% |
| * Bachelor Degree
 | 55 | 74.3% |
| * Masters
 | 5 | 6.7% |
| Total | 74 | 100% |
| 4. | **Working Experience /in years/** |  |  |
| * 1-10
 | 12 | 16.2% |
| * 11-20
 | 34 | 45.9% |
| * 21-30
 | 25 | 33.7% |
| * Above 30
 | 3 | 4.05% |
| Total | 74 | 100% |

# From among the surveyed respondents, 52 (70.2%) are males while the rest 22 (29.72%) are females. The respondent s who have age 41-50 years are in the majority (39%) followed by those that have 31-40 years (31%). The remaining who have 21-30 age in years 11 (14.8%) and above 51 age 11 (14.8%) are the others respondents. The respondents who have working experience of 11-20 years are in the majority (45.9) followed by those that have worked for 21-30 years (33.7%). Third rank is those who have 1-10 years (16.2%). The implication of this is that most of the respondents have worked enough to have experienced organizational conflict and how it is manage.

# Respondent with Bachelor degree holder rank higher with 74.3% followed by diploma holders with 18.9% and master’s degree holder 6.7%. This shows that respondents are knowledgeable and well trained enough to understand the concept of conflict organization.

# 4.2 Community Relationship

The respondents were asked about their evaluation of the existing relationship across different administrative levels.

Table 4.2: Community relationship of the surveyed organization

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| No | Question | Respondents |  Responses & number of respondents  |  |
| V/Good | Good | Poor | V/Poor | Diff. to resp. | Don’t Know | Noresp. | Total |
| 1 | How is the relationship at all levels of management in the organization | Freq | 7 | 31 | 14 | 5 | 8 | 0 | 1 | 66 |
| % | 11 | 47 | 21 | 7.5 | 12.1 | 0 | 1 | 100 |
| 2 | Are there conflicts among the community of the organization |  | Yes | No | No resp. |  |  |  |  |  |
| Freq | 50 | 16 | 0 |  |  |  |  | 66 |
| % | 76 | 24 | 0 |  |  |  |  | 100 |
| 3 | If your answer for the above question is ‘yes’, conflicts observed at what degree? |  | Frequently | Sometimes | Rarely | Diff. res | No resp. |  |  |  |
| Freq | 8 | 50 | 2 | 1 | 5 |  |  | 66 |
| % | 12.1 | 75.7 | 3 | 1.5 | 7.5 |  |  | 100 |

Table 4.2 used to show the degree of the relationship of community in the organization and the existence of conflict in the surveyed organization. As the respondents for item 1, seven (11%) of the respondents generally rated the relationship as very good, thirty one (47%) as good, fourteen (21%) as poor, five (7.5%) as very poor, eight (12.1%) as difficult to evaluate while the rest (1.5%) reported that they don’t know.

For item 2 respondents were also asked are there conflict in their respective organization. Around 50 of the respondents (76%) reported that there is conflict in their organizations while the remaining 16 (24.2%) respondents reported that there are no conflicts in their organization.

However, the respondents were asked frequency of conflicts and 50(75.5%) of them explained as conflicts occur sometimes, 8(12.1 %) as it occurs frequently, 2 (3%) as rarely, 5 (7.5%) no response. While the remaining 1 (1.5%) explained as it is difficult to respond.

**4.3 Results of the Types, Causes, Effects and Methods of Conflict as Perceived by All Respondents**

The mean scores of the responses to the listed items types of conflict (11-16), causes of conflict (17-26), effects (28-37) and methods (39-43) on the questionnaire by the entire 66 respondents served as a basis for this part of the study. The responses for each question in each of the parts were given as a Likert scale of responses reading from left to right. There was a possibility of five choices, beginning from strongly agree to strongly disagree. Accordingly, strongly agree was given the number value of 5, agree was valued at 4, undecided was valued at 3, disagree was valued at 2, and strongly disagree was valued at 1. Thus for the purpose of calculation, if a mean score was 4 and above , it registered as perceived very high in the four categories of items. If the mean score was between 3.9 and 3.0, it registered as perceived high in the respective categories of items. If a mean score was between 2.9 and 2, it registered as perceived between medium in the respective categories of items and finally if a mean score was below 2, it registered as perceived between very low and low in the above categories of items.

In perceiving the causes, types, effects and the methods, the mean scores vary in as perceived by different groups of respondents. In perceiving the causes of conflict the mean scores of male, female, employees and process owners were found to be 3.31, 3.17, 3.24 and 3.00 respectively as shown in the table below and appendixes F. In a similar manner, in perceiving the types of conflict the mean value of male, female, employees and process owners were found to be 3.12, 3.025, 3.08 and 2.96 respectively . In perceiving the effects of conflict the mean value of male, female, employees and process owners were found to be 3.32, 3.18, 3.25 and 2.99 respectively. Moreover, in perceiving the methods of conflict it was found that the mean scores of male, female, employees and process owners were 2.88, 2.77, 2.88 and 2.85 respectively.

Table 4.3: Mean values of different groups in perceiving the causes, types, effects and methods of conflicts.

|  |  |  |
| --- | --- | --- |
| No. | Items | Groups of respondents and their mean value |
| Male | Female | Employees | Process Owners |
| 1. | Types of conflict | 3.12 | 3.025 | 3.08 | 2.96 |
| 2. | Causes of conflict | 3.31 | 3.17 | 3.24 | 3.00 |
| 3. | Effect of conflict | 3.32 | 3.18 | 3.25 | 2.99 |
| 4. | Methods of conflict | 2.88 | 2.77 | 2.88 | 2.85 |

From the responses obtained above one can see that employees perceive the causes, types and effects of conflict better than process owners. These variation differences in mean values of the values of the respective items may be resulted from the differences in educational background, the experience in dealing with the issues and other characteristics of the respective respondents. However, it seems imperative to note that the causes of the differences in perceiving the factors of conflict, types, effects and methods to resolve conflicts need further investigation.

**4.3.1 Mean and t-test Comparisons of the Types of Conflicts**

The mean score of types of conflict in Amhara National Regional States bureau of Trade, Industry and Investment Promotion, Micro and Small Enterprise Development Agency, and Transport Authority as perceived by all respondents ranges from 2.28 to 3.81 as shown appendix F. Respondents suggested that conflicts occur between employees and departments (x=3.81) and conflicts occurs between employees and organizational leaders (x=3.77) were found to be the most frequently happening or occurring types of conflict in surveyed organizations. In the second place, conflicts occurs between individuals /employees (x=2.92) and conflicts occurs between departments (x=2.74) were found to be the other kinds of conflict which occurred in the surveyed organization. On the other hand, the occurrence of conflicts within the individuals /employees (x=2.69) and conflicts occurs within the management (x=2.28) were supposed to be the least types of conflicts in bureaus of Trade, Industry and Investment Promotion, Micro and Small Enterprise Development Agency, and Transport Authority.

Independent sample t-test was conducted to examine whether or not there was significant perception difference between male and female respondents considering types of conflict in the surveyed organization as shown in table 4.4 below.

**Table 4.4: Result of independent sample t-test of types of conflict by sex differences.**

|  |  |
| --- | --- |
|  | t-test for equality of means |
| t-value | Sig.(2-tailed) |
| Types of conflict | Equal Variances assumed | 0.427 | 0.671 |

## \*Statistically significant at P < 0.05

As shown on the table above and appendix, there was no statistically significant difference of mean scores between male (x=3.07) and female (x=3.02) respondents perceptions regarding the types of conflict in the selected organizations (t-value =0.427, P-value 0.671). This implies that male and female respondents perceive the types of management in their organizations similarly.

However, there were no significant perception between employees and process owners/authorities in perceiving the types of conflict in surveyed organization as shown in table 4.5 below and appendix H.

**Table 4.5: Result of independent sample t-test of types of conflict by status differences.**

|  |  |
| --- | --- |
|  | t-test for equality of means |
| t-value | Sig.(2-tailed) |
| Types of conflict | Equal Variances assumed | 0.926 | 0.35 |

## As shown on the above table, there was no statistically significant difference of mean scores between employees (x=3.08) and process owners /leaders (x=2.96) respondents perceptions regarding the types of conflict in the surveyed organizations (t-value=0.926, p-value =0.35). This indicates that employees and process owners/leaders respondents perceive the types of conflict in bureau of Trade, Industry and Investment promotion, Micro and Small Enterprise Development Agency, and Transport Authority similarly.

## 4.3.2 Mean and t-test Comparisons of Causes of Conflicts

The mean of the causes of conflicts as perceived by all respondents ranges from 2.00 to 3.83 as shown in appendix F. In the current practices of the surveyed organization the causes of conflict, the result shows that all the listed causes were perceived as existing causes of conflict in different forms in the organizations. Even if all of the listed causes were believed to be existed as a causes to arise conflict in selected organizations such as the degree of conflict generated from unequal distribution of power, status and position (x=3.83), the degree of conflict causes when performance of one department prevent possible bonuses, rewards and recognition (x=3.82) , and the extent of conflict that may arise as a result of limited resources or limited capital which are insufficient to supply all the demand (x=3.67) were found to the major cited causes of conflict in surveyed organization.

Besides to these causes, others such as the extent conflict may arises by the existence of a poorly designed work flow and uncoordinated activities between departments (x=3.48), the degree conflict generated when delay are cause or sloppy work is done by the first sequential group (x=3.36) and the extent of conflict by the existence of major differences in values, thoughts, beliefs and perceptions between employees and groups (x=3.08) were found to be the causes of conflicts in the surveyed organizations.

On the other hand, the degree of conflict created when employees misunderstand or an error in communication (x=2.84), the intensity of conflict generated by the existence of major differences between line manager and specialty with respect to age , education , dress and attitude (x=2.76), the extent of conflict generated by the existence of goal difference between groups (x=2.75) and the extent of conflict may arise when individuals are assigned with multiple role which are not compatible and impossible to perform both at a time (x=2) were found to be the least challenging causes of conflicts in bureau of Trade, Industry and Investment promotion, Micro and Small Enterprise Development Agency, and Transport Authority.

Generally, the findings show that there were various causes to arise conflict in the organization which implies that management should be focused to minimize the major causes of conflict in their organization by developing different strategies.

Independent sample t-test was utilized as technique of analysis to examine whether or not there was significant perception difference between male and female respondents in the causes of conflict in three surveyed organizations as shown in the table 4.6 below and appendix G.

**Table 4.6: Result of Independent sample t-test of the causes of conflicts by sex difference**.

|  |  |
| --- | --- |
|  | t-test for equality of means |
| t-value | Sig.(2-tailed) |
| Causes of conflict | Equal Variances assumed | 0.53 | 0.598 |

\*Statistically significant at P < 0.05

The result of independent sample t-test in the above table reveals that, there was no statistically significant mean difference between male and female respondents perceptions about causes of conflicts (t-value =0.53 and P-value=0.54). This implies that male and female respondents perceive the causes of conflicts in a similar manner.

However, these were statistically significant differences between employees and process owners /authorities in perceiving the causes of conflict in surveyed organizations as shown in table 4.7 below and appendix H.

**Table 4.7: Result of independent sample t-test of causes of conflict by status differences.**

|  |  |
| --- | --- |
|  | t-test for equality of means |
| t-value | Sig.(2-tailed) |
| Causes of conflict | Equal Variances assumed | 2.596 | 0.012 |

\*Statistically significant at P < 0.05

As shown in the above table, the result of independent sample t-test indicates that, there were statistically significant mean differences between employees and process owners/authorities about the causes of conflicts (t-value=2.596 and P-value =0.012).

This result shows that the perception of employees was significantly different from the perception of process owners/authorities for those listed causes of conflict in the surveyed organization.

This implies that the mean score of employees (x=3.25) is greater than from the mean (3.00) score of process owner/authorities regarding causes of conflict. In other words employees perceived the causes of conflict better than process owners/authorities in surveyed organizations.

**4.3.3 The Mean and t-test Comparison of Effects of Conflict**

The mean of the effects of conflicts as perceived by all the respondents ranges from 2.8 to 3.91 as shown in appendix F. Respondents suggested that the occurrence of conflict push organizations to redefine or refine objectives, methods, systems and activities (x=3.57) and it can stimulate members of the organization to increase their knowledge and skill (x=3.6) were found to be the major constructive effect of conflict in the surveyed organizations. In addition to these, encourages accountability and increase satisfaction (x=2.86), increase cohesion and promotes competition (x=2.6), and fosters/encourages creativity thinking innovation and productivity of the organizational performance (x=2.44) were found to be the other positive consequences of conflict.

On the other hand, poor communication, lack of trust between employees & leaders and diversion of time and energy from the main goals (x=3.91) and drop out or resign from communities and high turnover of employees (x= 3.34) were found to be the major destructive effect of conflict in the surveyed organization. Moreover, creates instability, chaos and increase stress among people (x=3.03), lack of cooperation, reduced creative collaboration and team problem solving (x=2.91) and decreased customer satisfaction and delays decisions (x=2.77) were found to be the other negative consequences of conflict.

Independent sample t-test was conducted to examine whether or not there was significant perceptions difference between male and female respondents in assessing the effects of conflict in the surveyed organization.

**Table 4.8: Result of Independent sample t-test of the effects of conflicts by sex differences.**

|  |  |
| --- | --- |
|  | t-test for equality of means |
| t-value | Sig.(2-tailed) |
| Effects of conflict | Equal Variances assumed | 0.531 | 0.597 |

\*Statistically significant at P < 0.05

The result of independent sample t-test in the above table show that there was no statistically significance mean differences between male and female respondents perception about effects of conflict in the surveyed organization ( t-value=0.531 and P-value=0.597). This implies that male and female respondents perceive the effects of conflict similarly.

On the other hand, there were perceptions variations between employees and process owners/leaders in perceiving the effects of conflict as shown in table 4.9 below and appendix H.

**Table 4.9: Result of independent sample t-test of effects of conflicts by status differences.**

|  |  |
| --- | --- |
|  | t-test for equality of means |
| t-value | Sig.(2-tailed) |
| Effects of conflict | Equal Variances assumed | 2.597 | 0.012 |

\*Statistically significant at P < 0.05

The above table shows that there was statistically significance mean difference between the two groups (t-value =2.597 and P-value= 0.012). That is mean (x=3.205) score of employees is greater than from the mean (x=2.999) score of process owner regarding effects of conflict.

The result shows that employees of the organizations perceived the effects of conflict on organizational performances better than process owners/leaders.

**4.3.4 Mean and t-test Comparisons of the Methods of Conflicts**

The mean of the methods as perceived by all respondents ranges from 1.89 to 3.34 as shown in appendix G.

In assessing the method for resolving conflict in the surveyed organization such as when conflict occur in the organization the manager should not give attention or manager play a passive role and do nothing about the conflict (x=3.34) was the frequently method which used by the manager of surveyed organization. In the second place, the manager emphasized on the common interest of the conflicting parties and deemphasize on their different to facilitate movement toward a common goal (x=3.14) and in the third place, the manager emphasized on the process compromise and bargaining based on give and take process (x=3) were supposed to be the other implemented method in the surveyed organization.

Of all the remaining methods, the least frequently cited methods were the manager tries to resolve conflicts by creating open discussions, parties share information, debate the issue bringing together all relevant information and tries to solve the conflict in a way that will benefit both the parties (x=2.82) and leaders of the organization used power or force or physical aggression to gain control over or to eliminate conflict (x=1.89).

Independent sample t-test was conducted to examine whether or not there was significant perception difference between male and female respondents in assessing the methods to resolve conflict in surveyed organization.

**Table 4.10: Result of independent sample t-test of the methods by sex differences.**

|  |  |
| --- | --- |
|  | t-test for equality of means |
| t-value | Sig.(2-tailed) |
| Methods of conflict | Equal Variances assumed | 1.011 | 0.316 |

\*Statistically significant at P < 0.05

The result of independent sample t-test in above table shows that there was no statistically significance mean differences between male and female respondents perception about methods in resolving conflicts in surveyed organizations (t-value=1.011 and P-value=0.316). This reveals that male and female respondents perceive the methods to resolve conflict similarly.

Moreover, there were significant perception between employees and process owners/authorities in perceiving the methods of conflict resolution as shown in table 4.11 below and appendix H.

**Table 4.11: Result of independent sample t-test of the method by status differences.**

|  |  |
| --- | --- |
|  | t-test for equality of means |
| t-value | Sig.(2-tailed) |
| Methods of conflict | Equal Variances assumed | -0.122 | 0.903 |

\*Significantly significant at P < 0.05

Based on the above result, there was no statistically significance mean difference between employees and process owners/authorities respondents perception about methods of conflict ( t-value =-0.122 and P-value =0.903). It reveals that both respondents perceive the method similarly.

# 4.4 Measures Taken to Reduce the Occurrences of Conflict

From the point of view of reducing the occurrences of conflict in the organization, respondents were asked on the possible ways they think can reduce the occurrences of conflicts in the organization.

Table 4. 12: Measures taken to reduce the occurrences of conflicts in the surveyed Organizations

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| No |  Question  |  | Responses & number of respondents | Total |
| Yes | No  | No Response  |
| 1. | Do all employees participate during the preparation of operational plan of an organization?  | Freq. | 50 | 10 | 6 | 66 |
| Percent | 75.75 | 15.15 | 9 | 100 |
| 2. | Does your organization have a clear vision, mission and goal? | Freq. | 60 | 4 | 2 | 66 |
| Percent | 91 | 6 | 3 | 100 |
| 3. | Does your organization have a mechanism to provide incentive, reward and recognition? | Freq. | 5 | 61 | - | 66 |
| Percent | 7.5 | 92.4 | - | 100 |

In relation to this, respondents were asked if the organization involves them in the preparation of annual plan of the organization and other planning related activities. Around 50(75.75%) of the respondents reported ‘yes’ and 10 (15.15%) of the respondents reported ‘no’. While the rest of 6 (9%) of the respondents said ‘no responses’.

In respect of having clear organizational vision, mission and goal, 91% of the respondents responded that their organization have clear vision, mission and goal while 6 % of the respondents reported ‘no’ while the remaining 3% of the respondents said ‘no responses’.

In respect of having mechanisms/ systems to provide incentive, reward and recognition in the organization, 61(92.4%) of the respondents responded that their organization have not a mechanism to provide reward or to recognize employees and the rest of 5 (7.5%) of the respondents reported ‘yes’.

**4.5 Results of the Open Ended Items**

Only 41 out of 66 respondents (62%) have suggested ideas regarding their ideas for item number 11 on the reasons which increase conflict in the organization in bureau of Trade, Industry and Investment promotion, Micro and Small Enterprise Development Agency, and Transport Authority. Their ideas were different from individual to individual.

Most of the respondents mentioned other reasons to arise conflicts were lack of capacity, skill, and knowledge to perform their work, absence of short and long term training, lack of good governance, absence of manager to follow up the performance of worker, lack of participation in decision making. They also added that the absence of transparency, accountability and equality were the other reasons to increase conflicts in their organization.

The second category focuses on the positive and negative effect of conflict on their organizational performance. According to the respondents, because of conflict problems were given attention, there was a beginning to modifying rules and system of organization which prevent from being achieved organizational goal, employees were started to express their complain or feeling, there was also some indicators to keep the right of employees were some of the others positive effects of conflict in their organization. As respondents’ suggestion, the other side or negative effects of conflict on their organizations were it creates frustration or stress, no cooperation. They added that because of conflict there were poor communication and poor time management, decreased customer satisfaction, job satisfaction and self confidence. The respondents also underlined that lack of trust between management and employees, lack of sense of ownership and poor performance were the destructive effect of conflict on their organization.

The third category focuses on the method /mechanisms to resolve conflict. As respondents suggestion organizations were designed system of forwarding and handling complain of employees, transferring employee from one department to others, clarifying rules and regulation, and group discussion between managers and workers were the others methods which their organization used to resolve conflicts..

The other and last issue presented to respondents was about the measures taken by management to reduce conflict. As the respondent’s views, even though there were different means to minimize conflict in the organization most of the time leaders did not given attention towards organizational conflict because managers are not willing to involve employees in decision making, to clarify decision and system of the organization and to allocate adequate resource. Hence, as respondents view the destructive effect of conflicts increased from time to time.

**4.6 Results of Interview Items**

In addition to the survey questions, to get in depth understanding on the causes of conflict and its effect on organizational performance the head, deputy heads and process owners of bureau of Trade, Industry and Investment, Micro and Small Enterprise Development Agency, and Transport Authority were interviewed. Interview items were designed focusing on four major areas: causes of conflict, types of conflict, effect of conflict, methods of conflict resolution and ways of minimizing conflict. Some of the questions raised and the answers of the respondents are presented below.

The introductory interview was about their idea on the existences of conflict and its causes in their organization. In separate discussion undertaken these interviewees responded that there were different kinds of conflicts in their organization. There causes were related to administrative problem i.e. in relation to recruitment, promotion and training process, due to limited resource, in relation to time management, because of misunderstanding workers regarding organization procedures and system of work process and finally the incompatibility of individual needs with organization interest were the common one.

In discussing the major causes, these interviewees claimed that due to scarcity of resources allocation there were problems of resource distribution and lack of incentive and also the lack of adequate training for workers based on their gaps were proposed to be the major causes of conflict in their organization.

The next point was focusing on the types on conflict frequently occurring in their organization. All authorities similarly suggested that the types of conflict in their organization were occurred mostly between workers and management or organizational leader, between workers and departments, and also occurred between and within employees.

The third issue was basically focusing on the existing methods of resolving conflicts in the organizations. The interviewees responded that conflicts in their organization were treated through discussing with both of the conflicting groups and by balancing the demand of the conflicting parties through discussion based on rules & regulation of their offices i.e. by following the procedure of forwarding and handing grievance system of the organization. They also added that some times, depending on the nature of conflict they were ignored some issues without taking any measurement by assuming that it may resolve through time.

The fourth interview item was about the consequence/effect of conflict on their organizational performance. All authorities unanimously suggested that conflict in their organization have different consequences. As respondents suggestions because of conflict there were lack of employee’s interest and less attention regarding their work, there were also poor time management, high turnover, poor work performance, less team work (no team sprit), lack of commitment to accomplished their work and lack of trust between employees and management. On the other hand as interviewees respond conflict in their organization were push to modify unwanted systems and procedures of the organization, it enhance workers to compute and to express their idea or suggestion freely and it also push to minimize red tape. They added that because of conflict the value of transparency and accountability were relatively exercised in their organizations. More over workers were developed cultures of forwarding complain through the designed system. Regarding the feeling/suggestion to minimize the negative consequence of conflict interviewees argued that there are some ways to minimize conflict i.e. clarifying rules, regulation, procedure and system of the organization for workers, applying continuous monitoring and evaluation of organizational performance, encouraging transparency, fair resources distribution and free discussion with employees regarding their work are the major once according to their organization.

The last interview was existing system of treating conflict. The entire participant responded in similar manners. To these interviewees said that there was a system to threat conflict in their organization. That was department of forwarding and handling conflict mechanisms. As respondents, there was an employee under this department whose role is examining and providing a possible solution for conflicts based on the system.

# 4.7 Results of Document Analysis

According to the annual report of bureau of Trade and Industry, Investment Promotion, Micro and Small Enterprise Development Agency, and Transport Authority, (2002, 2001 & 2000 E.C), there were different complains. According to these reports in order to examine and treated the above problem, organizations were designed system of forwarding and handing complain departments.

As the repot (2001 & 2002 E.C), workers forward complains to this department and then the assigned person examine the problem and give possible solution based on the procedure. This system examines employees’ conflicts through discussion and communication, based on rules and regulation of the organization. For this, organizations assign employee/ worker who were responsible person to examine the conflict of the organizations. The procedure of the system according to report was employee fill their conflict/complain of with format, and then the assigned person tried to examine the cause of the conflict in different direction and gives alternative solution/suggestion based on rules and regulations.

Moreover, the report of departments of complain forwarding and handling department of all bureaus showed that in all organizations, there were conflicts between workers and managers, between workers themselves, and between departments and employees.

The major causes of conflict in all organizations according to the documents were human resource administration problems (promotion, recruitment, training, performance, salary, etc.), unfair resource distribution, and problem of good governance and delays of service.

**4.8 Discussions of the Results**

Conflict is a basic fact of life in groups and organizations. The concept of conflict, being an outcome of behaviors and it is an integral part of human life. Wherever there is interaction, there is conflict. People in the organization are coming with different values, attitudes, beliefs and perception then this difference and the incompatible of needs, values, attitudes, belief and perception may develop in to conflict. Conflict occurs between different bodies and has two effects. If conflict treated by using proper method it becomes constructive and if no it could be destructive.

The purpose of this study therefore was to investigate the causes and types of organizational conflict, to assess its effect on organizational performance and to explore the mechanism to resolve conflicts.

**4.8.1 The Community Relationship in the Organization**

From the above findings one can understand that even if communities in the surveyed organization have a good relationship the result revealed that sometimes conflict among community with different degree was occurred. This indicates that conflict is natural thing exist everywhere. The result also shows that employee’s bureau of Trade, Industry and Investment Promotion, Micro and Small Enterprise Development Agency, and Transport Authority was perceived the existence of conflict in their organization. These results were supported by Rao & Narayana(1996) conflict is an inescapable aspect of social interaction, an inevitable consequence of the interactions and interdependence between organizational participants.

**4.8.2 Types of Organizational Conflict**

Due to different factors organizational conflict occur between different bodies. Based on the interaction of issues, conflicts commonly occur between individuals or interpersonal conflict within individuals (intra individuals), between an individual & group (Intra group conflict), between group teams and departments (Inter-group conflict), between organizations and finally conflicts occur within the organization (between employee, within departments or superior with subordinate or conflict with line and staff).

With regard to the mean scores of the six types of organization, conflict in the surveyed organization, the respondents perceived conflict between employees and departments and conflict between employees and organizational leaders (management) were major type of conflict which occurred frequently. Next to these, conflicts between individuals and conflicts between departments were also the other kind of conflict in the surveyed organizations. These findings were supported by different scholars. For instance Kinard (1988) argued that interpersonal conflict involves rivalries in the work environment between individuals. As to him conflict between individuals most often occurs when two people compete for the same job or for limited resources. In supporting this finding Rao and Narayana(1996) demonstrate that the competition between different functional system i.e between employees or departments at the same time hierarchical level in an organization and the competition between various level in the hierarchy for power, reward and line and staff conflict.

However, conflict within the individuals and conflict within the management were the least frequently occurring types of conflict.

**4.8.3 The Possible Causes of Conflicts in the Organization**

The causes to arise conflicts in organization are deep rooted and many inherited resource constraint, administrative problem, behavioral problem and organizational structure. The result showed that among the listed causes of conflicts the degree of conflict generated from unequal distribution of power, status and position, the degree of conflict causes when performance of one department prevent possible bonuses, rewards and recognition and the extent of conflict that may arise as a result of limited resources or limited capital which are insufficient to supply all the demand were cited to be major causes of conflicts in the surveyed organizations. These results were supported by Terry and Franklin (1988) argued that limited resources that must be allocated create win –lose competition among groups, thus resulting in dysfunctional conflict. Rao and Narayana (1996) also demonstrate that inter-personal conflicts arise from unequal distribution of power and status. Moreover, rewards and recognition are often perceived as insufficient and improperly distributed and members are inclined to compete with each other for these prizes (Wikipedia, the free encyclopedia) .

In addition to the above major causes of conflicts findings results shows that the extent conflict may arise by the existence of a poorly designed workflow and uncoordinated activities between departments, the degree conflict generated when delay are causes or sloppy work is done by the first sequential group and the extent of conflict by the existences of major differences in values, thoughts, beliefs and perception between employees and groups were the other factor to arise conflicts. In supporting this idea, Chandan (1987) argued that conflicts which are the outcomes of poorly designed workflow structures and poorly planned coordination requirement especially where the tasks are interdependent. A poorly designed workflow and uncoordinated activities between departments would create conflict and problems. In addition to this Rao and Narayana (1996) demonstrate that when departments have little interaction with each other are affected by each other’s action or one unit is unable to commence its work until the other unit completed its job, the potential of conflicts is greatest. To these scholars conflict may also arise because of personally differences, differences of perceptions, clashes of values and interests.

However, the degree of conflicts created when employees misunderstand or an error in communication, the intensity of conflict generated by the existence of major difference between line manager and special with respect to age, education, dress and attitude, the existence of conflict generated by the existence of goal difference between groups and the extent of conflict may arise when individuals are assigned with multiple role which are not compatible and impossible to perform both at a time were the least causes to arise conflict as the respondent suggestions.

In strengthening the perception of the respondents to the questionnaire regarding the causes of conflict all the interviews acknowledged that there were causes to arise conflicts. Among others ­­­­­­­­­­­­­­­­­ limited resources poor time management, misunderstanding workers regarding organization procedures and system of work process and finally the incompatibility of individual needs with organization interest were the common one.

**4.8.4 Effects of Conflicts on Organizational Performance**

Different scholars indicate that not all conflicts are bad and not all conflicts are good. Conflicts can create negative impact to groups but may also lead to positive effect depend on the nature of conflict.

There are some positive and negative effects of conflicts on organizational performances in the surveyed organization .With regard the positive effect of conflicts the respondents perceived that conflicts push organizations to redefine or refine objectives, methods, systems and activities and can stimulate member of the organization to increase their knowledge and skill. Next to these increase cohesion and promotes competition, encourages accountability and increased satisfaction and fosters creativity thinking innovation and productivity of the organizational performance were also strengthened by the responses obtained from the interviewees and open ended items. These findings were supported by Rao and Naranaya (1996) discussed that the positive consequences of conflict as if it is a major or stimulant for change , group think is avoided, it foster creativity and innovations, creates cohesion and satisfaction. Terry and Franklin (1988) also supported this idea and demonstrate that conflict should be approached as a normal part of behavior that can be exploited as a means of promoting and achieving change and thus resolving conflict can bring about needed organizational changes such as redefining of goals, reallocation of resources and changing producers.

Among the negative effects of conflict poor communication, lack of trust between employees and leaders and diversion of time and energy from the main goals and dropout /resign from communities and high turnover of employees were the major negative effects of conflict on organizational performances suggested by majority of the respondents to questionnaire and the interviews. Next to these the occurrences of conflict crates instability, chaos and increase stress among people, lack of cooperation, reduced creative collaboration and team problem solving and decreased customer satisfaction and delays decisions were the other destructive effect of conflict were strengthened by the responses obtained from respondents to questionnaire, interviews and open-ended items. These findings were strengthened by Rao and Narayana (1996) describes that the negative consequences of conflicts are creates stress in people, diversion of energy, diversion of the groups time and effort toward winning the conflict rather than toward achieving organizational conflict. In supporting this idea, Wikipedia, the free encyclopedia, lack of cooperation, poor communication, increase stress among employees, reduced creative collaboration and team problem solving decreased customer satisfaction, delays decisions are some of the problems of conflicts.

**4.8.5 Methods in Resolving Conflicts in the Organizations**

Different writers suggest different way or strategies to deal with conflict in an effective way to create and stimulate constructive conflict, to resolve and to minimize destructive conflict. In the current practices of surveyed organization, the result showed that when conflict occurs in the organization the manager should not give attention or manager play a passive role and do nothing about the conflict was cited to be highly implemented method at the organizations suggested by the majority of respondents to questionnaires, interviews and open ended items.

The above findings supported by Rao and Narayana (1996) argued that in the method of avoiding of conflict, the persons stays out of conflict and ignores disagreements, take no position on the issues involved, and may even be hesitant to talk about the situation. In the second place, manager emphasized on the common interest of the conflicting parties and deemphasize on their different to facilitate movement towards a common goal and in the third place the manager emphasized on the process compromise and bargaining based on give and take process were the method which organizational leaders employed to resolve conflicts in surveyed organization. These supported by Chandan (1987) demonstrate that accomplish in the conflicts is reached by balancing the demands of the conflicting parties and bargaining in a give and take position to reach at solution. Each party gives up something and also gains something. To this scholar something is also a method of conflict resolution is simply means covering up the conflict by appealing for need, for unity rather than addressing the issue of conflict itself. 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 applying them for cooperation.

However, managers tries to resolve conflicts by creating open discussion, parties share information, debate the issue bringing together all relevant information and tries to resolve the conflict in a way that will benefit both the parties and using power or force/physical aggression to gain control over or to eliminate conflict were found to be the least method/mechanism to resolve conflicts in the surveyed organization.

**4.8.6 Ways to Minimize Conflict in the Organization**

Through the disagreements and loss of trust to the other members, the conflict gets bigger that in due time, like a time bomb, can destroy the team. Before the worst result may happen, the icebreaker who is usually the leader or the person that is outside the team should help to resolve the conflict (Cottringer, 2006).

Regarding ways to minimize conflict in the organization results reveals that employees were involve in the preparation of organizational plan and organizations have a clear mission, goal and vision. This findings supported by Shane (2004) explained that for minimizing dysfunctional conflict emphasize super ordinate goals, reduce differentiation, improve communication and understanding, reduce task interdependence, increase resources and clarify rules and procedures.

Moreover, results showed that the surveyed organizations have no a mechanisms to provide incentive, reward and recognition. These things escalate the occurrence of conflict in surveyed organization. So leaders in the organization should designed system to allocate adequate resource to reward employees. In supporting this idea, Nelson and Quick (1997) argued that in order to minimize conflict in the organization managers should be expand resources, change personnel structure of the organization, confronting and negotiating ( involvement of an open discussion of problem solutions and the outcome often is an exchange in which both parties work toward a mutually beneficial solution).

**CHAPTER FIVE**

**SUMMARY, CONCLUSION AND RECOMMENDATION**

# 5.1 Summary

Prior research finding show that since people are coming with different attitude, interest and goals this incompatibility leads to conflict. For healthy organization, the existence of conflict is normal. Hence, Nelso and Quick (1997) stated that estimates show that managers spend about 21 percent of their time dealing with conflicts. As to them, managing conflicts is equivalent of one day every week and conflict management skills are a major predictor of managerial success. Managing conflict in organizations is the most important and essential activities of the management, because without conflict organization would be stagnant.

Conflicts in the organizations occur between different bodies due to various causes and conflicts may be destructive effect on organizational performance. Thus, the purpose of this study was to outline the major causes of conflict in organization, to assess the effects of conflict on organizational performance, to examine the relationship between conflict and organizational performance, to identify some of the conflict resolution mechanism, and to identify types of conflicts in the organization. To this effect the leading question, were what are the major causes of conflicts in bureaus of Trade, Industry and Investment Promotion, Micro and Small Enterprise Development Agency and Transport Authority? What are the effects of conflict on the organization of these bureaus? What are the mechanism /method to resolve conflict in these organizations? What type of conflicts occurring in these bureaus? And finally how authorities reduce and minimize the negative consequence of conflict?

Relevant literatures were reviewed. The major covered were the concepts and definition of conflict, cause of conflict, type of conflict, effects of conflict on the organization, methods to resolve conflict and ways to minimize conflict.

Based on the different sampling techniques a total of 74 participants (M=52 and F=22) were selected out of the population 213. From these subjects 22 were authorities (M=20 and F=2) and 52 were from employees (M=32 and F=20).

Questionnaire and interview were the data collecting tools used for seeking answers to the above mentioned questions. The type of questionnaire consists of 47 items presented to employees. Accordingly item from 1- 7 questionnaire were about the general background or the biography of the respondents, 8- 10 items were about the community relationship of across different administrative levels, 11-16 items were about the types/kinds of organizational conflict both items were to be answered on Likirt scale within possible choice as strongly agree, agree, moderately agree, disagree, strongly disagree valued from 5 to 1 respectively. 17-26 items were about the possible causes of conflict in the organization to be answered on Likirt scale within possible choice as very high, high, medium, low, and very low valued from 5 to 1 respectively followed by one open ended question, 28-37 items were effects of conflict on the organization were to be answered on Likirt scale within possible choice as strongly agree, agree, moderately agree, disagree, strongly disagree valued from 5 to 1 respectively and one items was open ended questions , 39-43 items were about methods of conflict resolution to be answered as strongly agree, agree, moderately agree, disagree, strongly disagree valued from 5 to 1 respectively followed by one open ended question . 45-47 items were about measures taken to reduce occurrence of conflict to be answered yes/no. The types of item were interview of 7 items presented to managers, heads, deputy heads and process owners of the selected organizations. And lastly document analysis was made. By doing so it was tried to collect dependable and adequate data. Finally, using SPSS method mean scores, standard deviation, T-test, frequencies and percentages were compiled to analyze the data. Moreover data which were collected by open ended, interview and document were analyzed and presented qualitatively.

With regard to the findings on the causes of conflict and its effect on organizational performance in bureau of Trade, Industry and Investment Promotion, Micro and Small Enterprise Development Agency, and Transport Authority concluded that:

Conflict between management and worker, conflict between worker and department and conflict between employees were frequently occurred in the surveyed organization. As respondents, unequal distribution of power and position, the absence of possible bonuses, rewards and recognition, limited resources, poorly designed work flow, uncoordinated activities between department and lacks of participation in decision making were the highest causes to arise conflict in the organization. Other factors misunderstanding of information and poor communication, difference in values, thoughts beliefs and perception between employees, sloppy work is done by the first sequential group, improper use of resources and lack of good governance, poor follow up mechanisms, absence of training, lack of transparency, accountability and equality were also found as factor to increase conflict in bureau of Trade, Industry and Investment Promotion, Micro and Small Enterprise Development Agency, and Transport Authority.

The next issue was regarding the effects of conflict on the performance of selected organization. The results showed that conflict on the organization has constructive or destructive effect. On the side of constructive respondents mentioned that conflicts push organizations to redefine or refine objectives, methods, systems and activities and stimulate member of the organization to increase their knowledge and skill. Next to these it increase cohesion and promotes competition, encourages accountability and increased satisfaction and fosters creativity thinking innovation and productivity of the organizational performance.

According to result, if conflicts are not treated properly conflicts have destructive effect on organization performance. Which were poor communication, lack of trust between employees and leaders, diversion of time and energy from the main goals; dropout /resign from communities and high turnover of employees were the major negative effects of conflict on organizational performances suggested by majority of the respondents to questionnaires and the interviewees. Next to these, conflict creates instability, chaos, stress among people, lack of cooperation, reduced creative collaboration and team problem solving, decreased customer satisfaction and delays decisions, decrease self confidence and interest.

The third issue was focusing on the mechanism to resolve conflict in the governmental organization. The result disclosed that when conflict occurs in the organization the manager should not give attention or manager play a passive role and do nothing about the conflict was cited to be highly implemented method at the organizations suggested by the majority of respondents. Besides to these as responded by majority of the participants in the questionnaire and interviewees under taken was a few manager also tried to reconcile departments based on their common interest of parties and by understanding their differences and other leader tried to solve conflict by creating open discussion and by compromising different parties on the basis of give and take principle.

The last issue was regarding ways to reduce or minimize the occurrence of conflict. The result implies that even though there are different way to minimize conflict most of the organizational leaders didn’t applied/employed it. As the respondents’ suggestions clarifying of rules and regulation, encouraging transparency, evaluating the performance of workers, equal distribution of recourses and participation of employees in planning and implementation of organizational goals are the major ways to minimize conflict.

**5.2 Conclusion**

Organizational conflicts are natural in the workplace but can be destructive if the conflict is beyond the control of the organizational leaders. It is better to understand the reasons behind the conflicts to provide the quality solutions.

Employees in the organization dissatisfied or discomfort due to administration problem, unfair distribution of resources, lack of transparency, misunderstanding of information because of poor communication, the presence of differences in values, attitudes and objective among workers. The existence of such factors in the organization has an effect on organizational performance in case bureau of Trade, Industry and Investment Promotion, Micro &and Small Enterprise Development Agency, and Transport Authority. Therefore mechanisms of handling conflicts should be give careful attention to achieve organizational goal. When conflicts are poorly manage in organization it will lead to less attainment and achievement of organizational goals and objectives.

The result of this clearly implicated that the existence of objectives, systems, procedure, resources and employees in the organization not to be enough to achieve the stated goals of the organization. Beyond that employees need to have adequate financial and material resources, clear objectives, systems, work flow, transparency, good way of communication, participation in decision making, good governance and accountability. It is imperative to remark that there is a necessity to have committed leaders of the organization, decision maker in particular to fulfill the enabler and to manage /treated the grievances or conflict of employees in the organization. To this managers should be a clear awareness to resolve conflicts before escalating to unmanageable stage by understanding the nature of conflicts and by designing appropriate mechanism to resolve and to reduce the destructive effect of conflict.

# 5.3 Recommendation

In many related research reports , the major causes of conflict in the organization: poor communication, scarcity of resources, unfair distribution of resources, lack of transparency, misunderstanding about the nature, aim and objective of the organization, difference in values, beliefs and needs, lack of participation, poor staff selection and so on. These continue to observe in the current practice bureau of Trade, Industry and Investment Promotion, Micro and Small Enterprise Development Agency, and Transport Authority. Therefore in order to minimize organization conflict and to achieve the goal of the organization, conflicts should be properly handled. When conflicts poorly treated at the infancy stage in the organization, it will lead to poor achievement in the organization. So the researcher would advocate the concerned responsible person/manager of the organization to examine the following recommendations which will be useful to these bodies to handle and to minimize destructive effect of conflict at all levels of the organization.

**First-**There is a need to consciousness of leaders/ heads on the real concept of conflict, its cause and consequence on organization performance. Hence, those manager and administrative bodies of the organization needs to have the appropriate know how, commitment, readiness to think out of the box and design and implement appropriate mechanisms to resolve destructive effect before conflict escalating to unmanageable stage. Depending on the nature of the conflict it’s recommendable that management should apply more than one strategy to resolve it.

**Second-** Administrative bodies should conducted training or workshop about rules, regulation, procedures and systems of organization, about the planning of the organization and its performance. This will enable employees to have adequate information about the overall system and status of their organization then employees will have a clear understanding about their institutions. Besides to this, managers should trained employees about conflicts, its causes, its effects and how it can be effectively managed for individual and organizational effectiveness. Managers also should put in place clear procedures and system to be followed to resolve any conflict which might arise in the organization. Moreover, this kind of workshop or meeting will help to the manager to understand the feeling of the employees and to identify issues which prevent the achievement of the organizational goals.

**Third-** Managers in various organizations should allocate adequate resources. Not only allocate resources, managers also should have clear reasonable procedure or fair system to distribute the resources. Employees should be allowed to have access of the financial statements to see how their organization is performing. Moreover, leaders should discourage inequality and unfair system.

**Fourth-** Managers/heads of the organization should advocate and exercises values of transparency, openness and accountability in their organization. By opening the door of his/her office for employees or customers, managers can enhance open communication. Hence, workers have got an opportunity to get the right information and at the same time to express their feeling, opinions, complain and suggestion freely about their organization. This will enhance good way of communication between managers and employees, this offers to avoid workers frustration, it encourages workers to participate in planning, in implementing, and evaluating of organizational performance. So, managers should be transparent and participatory.

**Fifth-** Managers should be designed a good system of forwarding and handling grievances by empowering with faineances and materials. Since this system have a great role in examining, treating and organizing conflicts which arise by employees, hence it should be organized well.

**Finally,** this study is focused on sample size which does not give a comprehensive view on conflicts. Causes of conflict in the organization, types of conflict occurring organizational level, consequence of conflict on organizational performance and way to minimize destructive conflict were found to be statistically significant. Therefore, there is need to conduct a comprehensive study with focused groups discussion to make concrete conclusions on organizational conflicts and develop appropriate interventions to manage it effectively

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**በአማራ ብሔራዊ ክልላዊ መንግስት የንግድ፣ኢንዱስትሪና ኢንቨስትመንት ማስፋፊያ ዘርፍ (2002 ዓ.ም) የ2002 በጀት ዓመት የዕቅድ አፈጻጸም ሪፖርት፣ ባህር ዳር**

**በአማራ ብሔራዊ ክልላዊ መንግስት የአቅም ግንባታ ቢሮ (2001 ዓ.ም) የ2001 በጀት ዓመት የዕቅድ አፈጻጸም ሪፖርት፣ ባህር ዳር**

## *Appendix A*

***Indira Ghandi National Open University***

***Social Science Post graduate Post graduate Program***

***Master in Public Administration (MPA)***

Questionnaire to be filled by employees of Trade, Industry and Investment Promotion Bureau, Small Enterprise, Trade Industry bureau and Transport Authority.

Dear sir,

I would like to express my heartfelt appreciation, in advance, for taking your time to respond to the following questions. The questionnaire as part of the study work is designed for the preparation of a dissertation under the title “causes of conflict and its effect on organizational performance”.

The purpose of this questionnaire is to identify the major causes of conflict and its positive and negative consequences on organizational performance. The response you provide will be highly valuable for the successful completion of the study. So, you are kindly requested to give your genuine answer. Moreover, be confident that the information you provide will be kept confidential and used only for academic purpose.

In answering the questionnaire, please note the following:

* There is no need to write your name.
* Make’ X’ mark for questions with options, and write your opinion for open ended questions in the respective space provided.

Thank you for your cooperation.

Tigist Abreham

***PART ONE***

**Biography of the respondents**

1. Sex Female Male
2. Age 21-30 years 41-50 years

 31-40 years above 51

1. Your qualification

 Below 12 Degree

 10+2 Technical diploma Masters & above

 Diploma

1. Name of your organization\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. Which work process/department do you work in\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. Your work experience in the organization

 Below 1 year 21-30 years

 1-10 years above 30 years

 11-20 years

1. How long have you been in your current position?

 Below 1 year 6-10 years

 1-5 years above 11

 ***PART TWO***

**1. Community relationships in the organizations**

1. Degree of proximate and coherency with the organization community.
2. Very good D. Very poor
3. Good E. Difficult to responded
4. Poor F. Don’t know
5. Are there conflicts among the community of the organizations?
6. Yes B. No
7. If your answer for the above questions is ‘yes’ conflicts. At what degree you observed the conflicts.
8. Frequently C. Rarely
9. Sometimes D. Difficult to respond
10. **Types of Conflict in the organization**

The following are some of the types conflicts which occurs in the organization. Please show the degree of your agreement/disagreement by making “✓” marks.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Types of conflict** | **Strongly agree(5)** | **Agree(4)** | **Moderately Agree(3)** | **Disagree****(2)** | **Strongly****Disagree(1)** |
| 11. | Conflicts occurs between individuals/employees |  |  |  |  |  |
| 12. | Conflicts occur between employees & departments/process owners |  |  |  |  |  |
| 13. | Conflicts occur between employees & organizational leaders/managers |  |  |  |  |  |
| 14. | Conflicts occur between departments/ process owners |  |  |  |  |  |
| 15 | Conflicts occur within the individuals or conflict is internal to the person |  |  |  |  |  |
| 16. | Conflicts occur between managements/leaders |  |  |  |  |  |

1. **Causes of organizational conflict**

The following are some of the factors which facilitate the existence of conflict in the organization. Please show the degree of your agreement/disagreement by making ‘✓’ marks.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Items** | **Very high****(5)** | **High****(4)** | **Medium****(3)** | **Low****(2)** | **Very Low****(1)** |
| 17. | The degree of conflict created when employees misunderstand or an error in communication |  |  |  |  |  |
| 18. | The extent of conflict generated by the existence of major difference in values, thoughts, belief and perception b/n employees and groups |  |  |  |  |  |
| 19. | The extent of conflict generated by the existence goals differences between groups |  |  |  |  |  |
| 20. | The intensity of conflict generated by the existence of major difference b/n line manager and special its with respect to age education, dress and attitude |  |  |  |  |  |
| 21. | The extent of conflict may arise when individuals are assigned with multiple role which are not compatible and impossible to perform both at a time |  |  |  |  |  |
| 22. | The degree conflict generated when delay are cause or sloppy work is done by the first sequential group |  |  |  |  |  |
| 23. | The extent conflict that may arises by the existence of a poorly designed work flow and uncoordinated activities b/n departments. |  |  |  |  |  |
| 24. | The degree of conflict generated from unequal distribution of power, status and position |  |  |  |  |  |
| 25. | The degree of conflict cause when performance of one department prevent possible bonuses, rewards and recognition |  |  |  |  |  |
| 26. | The extent of conflict that may arise as a result of limited resources or limited capital which are insufficient to supply all the demand |  |  |  |  |  |

27. Any other reasons which increase conflict in the organization?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ***No.*** | ***Item*** | ***Strongly Agree(5)*** | ***Agree(4)*** | ***Moderately Agree(3)*** | ***Disagree(2)*** | ***Strongly Disagree(1)*** |
| 28. | **Positive Effects**Fosters/encourages creativity thinking, innovation and productivity of the organization performance. |  |  |  |  |  |
| 29. | Increase cohesion and promotes competition. |  |  |  |  |  |
| 30. | Push organizations to redefine or refine objectives, methods, systems and activities. |  |  |  |  |  |
| 31. | Can stimulate members of the organizations to increase their knowledge & skill. |  |  |  |  |  |
| 32 | Encourages accountability and increase satisfaction. |  |  |  |  |  |
| 33. | **Negative Effects**Creates instability, chaos and increase stress among people. |  |  |  |  |  |
| 34. | Increase resign from committees and high turnover of employees |  |  |  |  |  |
| 35. | Lack of cooperation, reduced creative collaboration and team problem solving. |  |  |  |  |  |
| 36. | Decreased customer satisfaction and delays decisions. |  |  |  |  |  |
| 37. | Poor communication, lack of trust among employees and diversion of time and energy from the main goals |  |  |  |  |  |

1. **Effects of organizational conflict**
2. The following are some of the effects (positive and negative) of conflicts on the organizational performance. Please show the degree of your agreement/disagreement by marking “✓” marks.

38. Write any other positive and negative effects of conflict in your organization.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

1. **Method to resolve conflict**

In order to avoid or resolve conflict writers suggested different method of resolving conflicts. The following are methods to resolve conflict. So, mark ‘✓’ among the alternatives.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ***No.*** | ***Item*** | ***Strongly Agree(5)*** | ***Agree(4)*** | ***Moderately Agree(3)*** | ***Disagree(2)*** | ***Strongly Disagree(1)*** |
| 39 | When conflict occur in the organization the manager should not give attention or manager play a passive role and do nothing about the conflict/avoidance |  |  |  |  |  |
| 40. | The manager emphasized on the common interest of the conflicting parties & de-emphasis on their different to facilitate movement toward a common goal |  |  |  |  |  |
| 41. | Leaders of the organization used power or force or physical aggression to gain control over others or to eliminate conflict/forcing |  |  |  |  |  |
| 42. | The manager emphasized on the process compromise and bargaining, based on give & take process |  |  |  |  |  |
| 43. | The manager tries to resolve conflict by creating open discussion; parties share information, debate the issue bringing together all relevant information and tries to solve the conflict in a way that will benefit both the parties/problem solving |  |  |  |  |  |

44. Any other method which organizational leader apply or use to resolve conflict?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

**6. Ways to minimize/reduce conflict**

45. Do employees of the organization participate in preparation of operational plan at different levels? A. Yes B. No

46. Does your organization have a clear vision, mission and objectives?

 A. Yes B. No

47. Does your organization have mechanisms to provide incentive, reward and recognition? A. Yes B. No

## Appendix B

**(Amharic Version of the Questionnaire)**

***በኢንድራ ጋንዲ ብሔራዊ ኦፕን ዩኒቨርስቲ የማህበራዊ ሣይንስ***

***የድህረ- ምረቃ ፕሮግራም የህዝብ አስተዳደር ትምህርት ክፍል***

በንግድ፣ ኢንዱስትሪና ኢንቨስትመንት ማስፋፊያ ቢሮ፣ በጥቃቅንና አነስተኛ ኢንዱስትሪ ሥራዎች ማስፋፊያ ኤጀንሲ እንዲሁም በትራንስፖርት ባለሥልጣን የውስጥ ሠራተኞች የሚሞላ መጠይቅ፤

በመጀመሪያ ይህን መጠይቅ ለመሙላት ውድ ጊዜዎትን መስዋዕት በማድረግዎ ልባዊ ምስጋና አቀርባለሁ፡፡

የመጠይቁ ዓላማ በመ/ቤቱ ወይም በተቋሙ ውስጥ አለመግባባትን/ግጭትን የሚፈጥሩ ሁኔታዎችን ለመለየትና ግጭቱም በተቋሙ ውጤታማነት ላይ ያለውን በጎና አሉታዊ ውጤቶች (To identify the major causes of conflict and its positive and negative consequences on organizational performance) ለማጥናት እንዲሁም የመፍትሄ ሃሳቦችን ለመጠቆም የተዘጋጀ መጠይቅ ነው፡፡

ለጥናቱ ስኬታማነት የእርስዎ እውነተኛ ምላሽ ዋጋ ያለው በመሆኑ በታማኝነት መጠይቁን እንዲሞሉልኝ በአክብሮት እጠይቃለሁ፡፡ በተጨማሪም የሚሰጧቸው ምላሾች በሚስጢር ከመያዛቸውም በላይ ለአካዳሚክ ግብአት ብቻ ስለሚውሉ ምላሽዎን በታማኝነት እንዲሞሉልኝ በድጋሜ እጠይቃለሁ፡፡

መጠይቆችን ሲመልሱ ሊያስታውሏቸው የሚገቡ ጉዳዮች፡-

* ስምዎትን መጻፍ አያስፈልግም፡፡
* ምርጫ ላላቸው መጠይቆች የ“×”; ምልክት ሲጠቀሙ ለአስተያየት ክፍት በሆኑት ቦታዎች ደግሞ ያለውን እውነታ በጽሁፍ ያሰፍራሉ፡፡

በቅድሚያ አመሰግናለሁ!!

ትዕግስት አብርሃም

**ክፍል አንድ**

**የመላሾች አጠቃላይ ሁኔታ**

1. ጾታ ሴት ወንድ

1. እድሜ ከ21-30 ዓመት ከ41-50 ዓመት

 ከ31-40 ዓመት ከ51 ዓመት በላይ

1. የትምህርት ደረጃ

 ከ12ኛ ክፍል በታች ዲግሪ

 10+2 ቴክኒክና ሙያ ዲፕሎማ 2ኛ ዲግሪና ከዚያ በላይ

 ዲፕሎማ

1. የሚሰሩበት መ/ቤት ስም\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. አሁን የሚሰሩበት የሥራ ሂደት ስያሜ

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. አጠቃላይ ያለዎት የሥራ ልምድ

 ከ1 ዓመት በታች ከ21-30 ዓመት

 ከ1-10 ዓመት ከ30 ዓመት በላይ

 ከ11-15 ዓመት

1. አሁን በሚሰሩበት የሥራ ድርሻ/ኃላፊነት ላይ ለምን ያህል ጊዜ ሠሩ?

 ከ1 ዓመት በታች ከ6-10 ዓመት

 ከ1-5 ዓመት ከ11 ዓመት በላይ

**ክፍል ሁለት**

 **1. በተቋሙ ማህበረሰብ መካከል ያለ ግንኙነት**

1. በተቋሙ ውስጥ በሁሉም የአስተዳደር እርከኖች ያለው የግንኙነት ሁኔታ

 ሀ/ እጅግ በጣም ጥሩ መ/ በጣም ደካማ

 ለ/ ጥሩ ሠ/ ለመግለጽ ያስቸግራል

 ሐ/ ደካማ ረ/ አላውቅም

1. በተቋሙ ማህበረሰብ መካከል ግጭቶች

 ሀ/ አሉ ለ/ የሉም

1. ለተራ ቁጥር 9 መልስዎ አሉ የሚል ከሆነ ግጭቶቹ የሚታዩት

 ሀ/ ሁልጊዜ ለ/ አልፎ አልፎ

 ሐ/ አንድ ጊዜ ብቻ መ/ ለመግለጽ ያስቸግራል

**2.በተቋሙ ውስጥ ያሉ የግጭት ዓይነቶች**

ከዚህ ቀጥሎ የተጠቀሱት በአንድ ተቋም ውስጥ ሊገኙ የሚችሉ የግጭት ዓይነቶች ናቸው ተብሎ ይገመታል፡፡ እርስዎ ከተጠቀሱት የግጭት ዓይነቶች ውስጥ መስማማትዎን ወይም አለመስማማትዎን የ #✓; ምልክት በማስቀመጥ እንዲመልሱልኝ በአክብሮት እጠይቃለሁ፡፡

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| ***ተ.ቁ*** | ***የግጭት ዓይነቶች*** | ***በጣም እስማማለሁ(5)*** | ***እስማማለሁ(4)*** | ***በከፊል እስማማለሁ(3)*** | ***አልስማማም(2)*** | ***ፈጽሞ አልስማማም(1)*** |
| 11. | ግጭት በሠራተኛው መካከል የሚከሰት ወይም የሚደረግ ነው፤ |  |  |  |  |  |
| 12. | ግጭቱ በሠራተኛውና ተቋሙን በሚመሩት ዋና ኃላፊዎች/መሪዎች መካከል የሚከሰት/የሚደረግ ነው፤ |  |  |  |  |  |
| 13. | ግጭቱ በሠራተኛውና በቡድን መሪዎች ወይም የሥራ ሂደቱን በሚመሩት መካከል የሚከሰት ነው፤ |  |  |  |  |  |
| 14. | ግጭቱ በሥራ ሂደቶች/በሥራ ቡድኖች መካከል የሚከሰት ነው፤ |  |  |  |  |  |
| 15. | ሠራተኛው ከራሱ ፍላጎት በመነጨ የሚከሰት ከራስ ጋር የሚደረግ ግጭት ነው፤ |  |  |  |  |  |
| 16. | ግጭቱ በኃላፊዎች/በሥራ መሪዎች መካከል የሚከሰት ነው፤ |  |  |  |  |  |

**3.ያለመግባባት ምንጮች/ምክንያቶች**

ቀጥሎ የተዘረዘሩት በመ/ቤቱ መካከል አለመግባባትን ሊፈጥሩ ከሚችሉ ሁኔታዎች ጥቂቶች ናቸው፡፡ በእርስዎ እምነት እያንዳንዱ ነጥብ ላለመግባባት ያለውን ክብደት የ #✓; ምልክት በማድረግ ይመልሱ፡፡

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| **ተ.ቁ** | **ምክንያቶች** | **በጣም ከፍተኛ (5)** | **ከፍተኛ****(4)** | **መካከለኛ****(3)** | **ዝቅተኛ****(2)** | **በጣም ዝቅተኛ****(1)** |
| **17.** | ሠራተኛው የሚተላለፉ መረጃዎችን ወይም ትዕዛዞችን በአግባቡ አለመረዳት ወይም በሌላ አግባብ መተርጎም |  |  |  |  |  |
| **18.** | በሠራተኛው መካከል በሚፈጠር የአመለካከት፣ የእምነትና የአስተሳሰብ ልዩነት |  |  |  |  |  |
| **19.** | በተቋሙ ባሉት ቡድኖች ወይም ሠራተኞች የዓላማ/ግብ ልዩነት |  |  |  |  |  |
| **20.** | በተለያዩ የተደራረቡ ኃላፊነቶች /ሥራዎች የተነሳ ሠራተኛው ሥራውን በብቃት አለመወጣት ሳይችል ሲቀር |  |  |  |  |  |
| **21.** | በበላይ ኃላፊዎችና ከታች ባለው ሰራተኛ መካከል ያለው የዕድሜ፣ የትምህርት፣ የአመለካከትና የአለባበስ ልዩነት |  |  |  |  |  |
| **22.** | የአንድ የስራ ክፍል መጓተት/መዘግየት ለሌላው የስራ ሂደት እንቅፋት ሲሆንበት |  |  |  |  |  |
| **23.** | በሥራ ክፍሎች መካከል ሥራዎች በአግባቡ አለመደራጀትና አለመቀናጀት/ሂደቱን እንዲጠብቅ አለመደረጉ/ |  |  |  |  |  |
| **24.** | ፍትሃዊ ያልሆነ የሃብት፣የገንዘብ፣ የቁሳቁስና የኃላፊነት አጠቃቀም መኖር |  |  |  |  |  |
| **25.** | የሥራ ክፍሉ ለጥሩ የሥራ አፈጻጸም ዕውቅና፣ ሽልማትና ሌሎች የማበረታቻ ጥቅሞችን ሲከለክል |  |  |  |  |  |
| **26.** | ውስን የሃብት አጠቃቀም የሰራተኛውን ፍላጎት ማርካት አለመቻሉ |  |  |  |  |  |

27. አለመግባባት በመ/ቤትዎ እንዲከሰት የሚያደርጉ ሌሎች ምክንያቶች ካሉ ቢጠቀስ

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1. ***በተቋሙ ውስጥ የግጭት መከሰት በተቋሙ የሚያስትለው አሉታዊ ወይም አዎንታዊ ውጤቶች***

ከዚህ በታች የተዘረዘረዘሩት በአንድ ተቋም ውስጥ የግጭቶች መኖር የሚፈጥሩት አሉታዊና አዎንታዊ ጎኖች ናቸው ተብሎ ይጠበቃል፡፡ በመሆኑም የእርስዎ መስማማት ወይም አለመስማማት የ #✓; ምልክት በማስቀመጥ ምላሽዎን እንዲሰጡኝ በአክብሮት እጠይቃለሁ፡፡

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| ***ተ.ቁ*** | ***የግጭት ዓይነቶች*** | ***በጣም እስማማለሁ(5)*** | ***እስማማለሁ(4)*** | ***በከፊል እስማማለሁ(3)*** | ***አልስማማም(2)*** | ***ፈጽሞ አልስማማም(1)*** |
| 28. | **አዎንታዊ ጎኖች**የግጭት መኖር የሠራተኛውን የመፍጠር አቅሙንና የተቋሙን ውጤታማነት ያበረታታል/ያነሳሳል፤  |  |  |  |  |  |
| 29. | የግጭት መኖር ውስጣዊ አቅምና የውድድር መንፈስ ይጨምራል፤ |  |  |  |  |  |
| 30. | የግጭት መኖር ተቋሙ አሰራሩን፣ ህጉን፣ ደንቡን፣ ዓላማውንና ሥራዎችን እንደገና እንዲፈትሽና እንዲያስተካክል መነሻ ይሆናል፤ |  |  |  |  |  |
| 31. | የግጭት መኖር ሠራተኛው በተለያዩ ጉዳዮች ዙሪያ ዕውቀቱንና ክህሎቱን እንዲያዳብር ያነቃቃዋል፤ |  |  |  |  |  |
| 32. | የግጭት መኖር ተጠያቂነትና የሥራ እርካታን ያበረታታል፤ |  |  |  |  |  |
| 33. | **አሉታዊ ጎኖች**የግጭት መኖር ሠራተኛው እንዳይረጋጋ፣ እንዲጨነቅና እንዲወጠር ያደርጋል፤ |  |  |  |  |  |
| 34. | የግጭት መኖር የሠራተኛውን ፍልሰት እንዲጨምርና በተለያዩ የቡድን ሥራዎች እንዳይሣተፍ ያደርጋል፤ |  |  |  |  |  |
| 35. | የግጭት መኖር በሠራተኛው መካከል ህብረትና መተጋገዝ እንዳይኖር ከማድረጉም በላይ ችግር ፈች እንዳይሆን ያደርገዋል፤ |  |  |  |  |  |
| 36. | የግጭት መኖር የተለያዩ የሥራ ውሳኔዎች እንዲዘገይና የደንበኞችን እርካታ እንዲቀንስ ያደርጋል፤ |  |  |  |  |  |
| 37. | የግጭት መኖር ሠራተኛው እንዳይተማመን፣ ጥሩ ግንኙነት እንዳይኖረው፣ የሥራ አቅሙንና ልማቱ እንዲሸራረፍ ያደርገዋል፤ |  |  |  |  |  |

38. ከላይ ከተዘረዘሩት ውጭ ግጭት በተቋሙ ውስጥ እያስከተለ ያለውን አዎንታዊና አሉታዊ ጎን ካለው ቢዘረዝሩልኝ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. **አለመግባባትን የማስወገጃ ዘዴዎች**

አለመግባባትን ለማስወገድ ወይም ለመፍታት የተለያዩ መፍትሄዎች ተሰጥተዋል፡፡ በተሰጡት አማራጮች መሠረት በሚስማሙበት ላይ የ#×; ምልክት ያድርጉ፡፡

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| **ተ.ቁ** | **የግጭት ማስወገጃ መንገዶች** | **በጣም እስማማለሁ (5)** | **እስማማለሁ (4)** | **በከፊል እስማማለሁ(3)** | **አልስማማም(2)** | **ፈጽሞ አልስማማም(1)** |
| 39. | በተቋሙ ግጭት ሲከሰት አለመግባባቱ በጊዜ ሂደት ሊፈታ ስለሚችል ትኩረት አልተሰጠውም፤ |  |  |  |  |  |
| 40. | ኃላፊው አለመግባባቱ የተከሰተባቸውን የሥራ ክፍሎች የጋራ ፍላጎት መሠረት በማድረግና ልዩነታቸውን በማንበብ ሊያስማማቸው ይሞክራል፤ |  |  |  |  |  |
| 41. | አለመግባባቱን ለማስወገድ ኃላፊው የራሱን እርምጃ ይወስዳል፡፡ለምሳሌ ስድብና የቃል ማስፈራሪያ |  |  |  |  |  |
| 42. | ኃላፊው የሥራ ክፍሎችን ጥቅም በማይጎዳ መልኩ በመስጠትና በመቀበል መርህ ዙሪያ መፍትሄ በማፈላለግ ሊያስማማቸው ይሞክራል፤ |  |  |  |  |  |
| 43. | ኃላፊው የተጋጩትን ክፍሎች በጋራ በማወያየት፣ በማቅረብና በማነጋገር ሁለቱም ተጠቃሚ በሚሆኑበት መንገድ ለመፍታት ይሞክራል፤ |  |  |  |  |  |

44.በተቋሙ የሚከሰቱ ግጭቶችን ለመፍታት እየተወሰዱ ያሉ ሌሎች ዘዴዎች ካሉ\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_::

***6. ግጭት በተቋሙ እንዳይከሰት የሚደረጉ መንገዶች***

 45. የተቋሙ ዓመታዊ ዕቅድ ሲዘጋጅ በየደረጃው ያሉ ሠራተኞች ይሳተፋሉ?

 ሀ/ አዎ ለ/ አይሳተፉም

1. መ/ቤትዎ ግልጽና የማያሻማ ተልዕኮና ግብ አለው ብለው ያምናሉ?

 ሀ/ አዎ ለ/ የለም

47. በተቋሙ ውስጥ ሠራተኛው የሚሸለምበት፣ የሚደገፍበት ወይም በሥራው ዕውቅና የሚያገኝበት ሥርዓት አለ?

 ሀ/ አለ ለ/ የለም

በድጋሜ አመሰግናለሁ !!

**Appendix C**

**Indira Ghandi National Open University**

**Faculty of Social Science**

**Department of Public Administration Program of graduate studies**

The interview to be presented to the heads, deputy heads of Trade and Industry bureau heads and deputy heads of Micro & Small Enterprise Development Agency, heads of Transport Authority, and for process owners of the organizations.

**Interview protocol**

My name is ***Tigist Abreham***. By now, I am writing my thesis entitled causes of conflicts and its effect on organizational performance in Amhara National Regional State of bureau of Trade, Industry and Investment Promotion Micro & Small Enterprise Development Agency and Transport Authority, which I am conducting as MA student in Indira Ghandi National Open University, faculty of social science at the department of public administration.

Thank you for your willingness to participate in this interview and for allowing me to take a phonograph of your speech using tape recorder. Your participation is very appreciated. Before we start the interview, I would like to reassure you as a participant in this study you have several rights. First, your participation in this interview is entirely voluntary. You are free to refuse & to refuse answer any question at any time or discuss any given subject. You are free to withdrawn from the interview at any time. This interview will be kept strictly confidential. Experts of this interview may be made part of the final research report, but under no circumstances will your name or identifying characteristics be included in this report.

**Interview items**

1. How many years of experience have you had in your present position?
2. The existence of conflict in organization is natural. Can you explain the major factor to arise conflicts in your organization?
3. What kind of conflicts is commonly occurring in your organizations?
4. What are the method/style that you applied/employed for resolving conflicts in your organization?
5. How do you explain the consequences/effects of conflict in your organization?
6. How do you minimize the negative consequences of conflict in your organization?
7. Does your organization have a system to threat conflicts? Can you explain its system/process?

**Appendix D**

***በኢንድራ ጋንዲ ናሽናል ኦፕን ዪኒቨርስቲ ሶሻል ሣይንስ የድህረ-ምረቃ ፕሮግራም የህዝብ አስተዳደር ትምህርት ክፍል***

ለንግድ፣ ኢንዱስትሪና ኢንቨስትመንት ማስፋፊያ ቢሮ ኃላፊና ም/ኃላፊዎች፣ ለትራንስፖርት ባለሥልጣን ኃላፊና ለጥቃቅንና አነስተኛ ኢንተርፕራይዝ ኃላፊና ም/ኃላፊ እንዲሁም ለሥራ ሂደት ባለቤቶች የቀረበ ቃለ-መጠይቅ፤

**የቃለ መጠይቁ የሥነ-ምግባር ስምምነት**

ስሜ ***ትዕግስት አብርሃም*** ይባላል፡፡ በአሁኑ ስዓት በኢንድራ ጋንዲ ናሽናል ኦፕን ዩኒቨርስቲ በህዝብ አስተዳደር ትምህርት ክፍል የ ‹MA Thesis› ጥናቴን Causes of conflicts and its effect on organizational performance በሚል ርዕስ በማዘጋጀት ላይ እገኛለሁ፡፡

ለቃለ ምልልስ ፈቃደኛ በመሆንዎና ቃለ-ምልልሱን በመቅረጸ- ድምጽ ለመውሰድ ስለፈቀዱልኝ አመሰግንዎታለሁ፡፡ የእርስዎ ተሣትፎ ትልቅ ግምት እሰጠዋለሁ፡፡ ወደ ቃለ መጠይቁ ከመሄዳችን በፊት በዚህ ጥናት ተሳታፊነትዎ በርካታ መ/ቤቶች እንዳለዎት ማረጋገጥ እወዳለሁ፡፡ በመጀመሪያ ደረጃ ተሣትፎዎ በሙሉ ፈቃደኝነት ላይ ብቻ የተመሠረተ በመቀጠልም በቃለ-መጠይቁ ሂደት የተጠየቁትን ላለመመለስ ወይም ለማቋረጥ መብቱ የእርስዎ ብቻ ነው፡፡ ቃለ- ምልልሱ በማሣጠር ይቀመጣል፡፡ የእርስዎ ቃለ -ምልልስ ውጤቶች የጥናቱ የመጨረሻ ሪፖርት አካል ሊሆኑ እንደሚችሉ ስገልጽልዎ በማንኛውም ምክንያት ስምዎን ወይም ማንነትዎን የሚጠቁም ባህሪ በሪፖርቱ አይካተትም፡፡

**መጠይቆች**

1. አሁን በያዙት ኃላፊነት ለስንት ጊዜ ሠርተዋል?
2. ግጭቶች በተቋሞች ውስጥ መኖራቸው አይቀሬ ነው፡፡ በተቋምዎ ለግጭት መከሰት መንስዔ/ምክንያት ናቸው የሚሏቸውን ቢያብራሩልኝ?
3. በተቋምዎ ምን፣ ምን የግጭት ዓይነቶች ይታያሉ/ይከሰታሉ? ቢገልጹልኝ?
4. ግጭት በመ/ቤትዎ ሲከሰት ለማስወገድ/ለመፍታት ምን ምን ዘዴዎችን ተጠቅመዋል? ስልቶችስ ምን ምን ናቸው?
5. በመ/ቤትዎ ግጭቶች እያስከተሉት ያለውን አዎንታዊና አሉታዊ ተጽዕኖ እንዴት ይገልጹታል?
6. አሉታዊ ተጽዕኖ ያላቸውን ግጭቶች ለመቀነስ ምን ምን መንገዶችን ተጠቅመዋል? ቢያብራሩልኝ?
7. በመ/ቤትዎ ግጭቶች ሲከሰቱ በአግባቡ ለመፍታት የሚያስችል ሥርዓት ተዘርግቷል? ካለ ቢገለጽልኝ?

**Appendix E**

**Document Checklist**

The document were collected from the annual report of the organizations and repord complain handling departments.

The document checklist:

1. Identify the common types of conflict which occur in the organization.
2. Major causes of conflict in the organization.
3. Showing the presence of system to manage or threat conflict.
4. Showing the systems/methods of resolving conflicts.

**Appendix F**

**Mean Standard Deviation and All variables**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Item** | **Mean** | **Standard Deviation** |  | **Item** | **Mean** | **Standard Deviation** |
| 11 | 2.92 | 1.22 | 31 | 2.66 | 1.21 |
| 12 | 3.77 | 1.20 | 32 | 2.80 | 1.17 |
| 13 | 3.81 | 1.20 | 33 | 3.91 | 1.08 |
| 14 | 2.74 | 1.27 | 34 | 3.34 | 1.17 |
| 15 | 2.69 | 1.22 | 35 | 2.91 | 1.20 |
| 16 | 2.28 | 1.27 | 36 | 2.77 | 1.30 |
| 17 | 2.84 | 1.63 | 37 | 3.03 | 1.28 |
| 18 | 3.08 | 1.23 | 38 | \* | \* |
| 19 | 2.75 | 1.10 | 39 | 3.34 | 1.18 |
| 20 | 2.76 | 1.09 | 40 | 3.14 | 1.09 |
| 21 | 2.00 | 1.16 | 41 | 1.89 | 0.94 |
| 22 | 3.36 | 1.04 | 42 | 3.00 | 0.99 |
| 23 | 3.48 | 1.16 | 43 | 2.82 | 1.10 |
| 24 | 3.83 | 1.26 |  |  |  |
| 25 | 3.82 | 1.23 |  |  |  |
| 26 | 3.67 | 1.23 |  |  |  |
| 27 | \* | \* |  |  |  |
| 28 | 3.6 | 1.21 |  |  |  |
| 29 | 3.57 | 1.20 |  |  |  |
| 30 | 2.44 | 1.19 |  |  |  |

**Appendix G**

**Mean of All variables by sex**

|  |  |
| --- | --- |
| **Items** | **Sex** |
| **All Female Respondents** | **All Male Respondents** |
| **Mean** | **Standard Deviations** | **Mean** | **Standard Deviation** |
| **Types** | 3.02 | 1.22 | 3.12 | 1.20 |
| 11 | 2.55 | 1.23 | 2.94 | 1.24 |
| 12 | 4.0 | 1.26 | 4.03 | 1.15 |
| 13 | 3.85 | 1.23 | 4.03 | 1.15 |
| 14 | 2.95 | 1.23 | 3.06 | 1.22 |
| 15 | 2.45 | 1.19 | 2.19 | 1.15 |
| 16 | 2.35 | 1.23 | 2.5 | 1.3 |
| **Causes** | 3.17 | 1.13 | 3.31 | 1.15 |
| 17 | 2.75 | 0.97 | 2.78 | 1.26 |
| 18 | 2.8 | 1.06 | 3.16 | 1.17 |
| 19 | 2.4 | 0.88 | 2.87 | 1.39 |
| 20 | 2.9 | 0.91 | 2.69 | 1.18 |
| 21 | 2.15 | 1.41 | 2.16 | 1.08 |
| 22 | 3.35 | 0.81 | 3.44 | 0.98 |
| 23 | 3.50 | 1.36 | 3.89 | 0.98 |
| 24 | 4.0 | 1.30 | 4.0 | 1.19 |
| 25 | 3.85 | 1.42 | 4.19 | 1.06 |
| 26 | 4.0 | 1.21 | 3.94 | 1.22 |

|  |  |
| --- | --- |
| **Items** | **Sex** |
| **All Female Respondents** | **All Male Respondents** |
| **Mean** | **Standard Deviations** | **Mean** | **Standard Deviation** |
| **Positive Effect** | 3.23 | 1.16 | 3.2 | 1.16 |
| 28 | 3.12 | 1.12 | 4.2 | 1.14 |
| 29 | 4.30 | 1.19 | 3.41 | 0.98 |
| 30 | 3.25 | 1.15 | 2.18 | 1.09 |
| 31 | 2.70 | 1.24 | 2.30 | 1.22 |
| 32 | 2.80 | 1.10 | 3.91 | 1.40 |
| **Negative Effect** | 3.14 | 1.22 | 3.25 | 1.17 |
| 33 | 4.12 | 0.98 | 4.03 | 1.16 |
| 34 | 3.20 | 1.46 | 3.43 | 0.99 |
| 35 | 2.85 | 1.24 | 3.14 | 1.08 |
| 36 | 2.45 | 1.20 | 2.88 | 1.40 |
| 37 | 3.12 | 1.23 | 2.77 | 1.23 |
| **Method** | 2.77 | 1.108 | 2.88 | 0.99 |
| 39 | 3.50 | 1.32 | 3.66 | 1.21 |
| 40 | 3.00 | 1.08 | 3.28 | 1.17 |
| 41 | 2.05 | 1.15 | 1.84 | 0.72 |
| 42 | 2.85 | 0.99 | 2.94 | 0.88 |
| 43 | 2.45 | 1.00 | 2.72 | 0.99 |

**Appendix H**

**Mean of all Variables by status**

|  |  |
| --- | --- |
| **Items** | **Status/Position** |
| **Employees** | **Authorities** |
| **Mean** | **Standard Deviations** | **Mean** | **Standard Deviation** |
| **Types** | 3.07 | 1.21 | 2.96 | 1.27 |
| 11 | 2.74 | 1.23 | 3.29 | 1.20 |
| 12 | 4.01 | 1.20 | 3.29 | 1.20 |
| 13 | 3.94 | 1.19 | 3.57 | 1.22 |
| 14 | 3.00 | 1.22 | 2.21 | 1.37 |
| 15 | 2.32 | 1.17 | 3.43 | 1.34 |
| 16 | 2.42 | 1.26 | 2.00 | 1.30 |
| **Causes** | 3.23 | 1.13 | 2.99 | 1.19 |
| 17 | 2.76 | 1.11 | 3.00 | 1.30 |
| 18 | 2.98 | 1.11 | 3.29 | 1.14 |
| 19 | 2.63 | 1.13 | 3.00 | 1.04 |
| 20 | 2.79 | 1.04 | 2.71 | 1.20 |
| 21 | 2.15 | 1.24 | 1.71 | 0.99 |
| 22 | 3.39 | 0.89 | 3.29 | 1.33 |
| 23 | 3.69 | 1.17 | 3.07 | 1.14 |
| 24 | 4.00 | 1.24 | 3.5 | 1.29 |
| 25 | 4.02 | 1.24 | 3.34 | 1.22 |
| 26 | 3.97 | 1.21 | 3.07 | 1.27 |

|  |  |
| --- | --- |
| **Items** | **Status/Position** |
| **Employees** | **Authorities** |
| **Mean** | **Standard Deviations** | **Mean** | **Standard Deviation** |
| **Positive Effect** | 3.21 | 1.16 | 2.79 | 1.23 |
| 28 | 3.66 | 1.13 | 3.48 | 1.3 |
| 29 | 3.85 | 1.08 | 3.00 | 1.32 |
| 30 | 2.71 | 1.12 | 1.91 | 1.26 |
| 31 | 2.50 | 1.23 | 3.10 | 1.2 |
| 32 | 3.35 | 1.25 | 2.50 | 1.09 |
| **Negative Effect** | 3.19 | 1.19 | 3.18 | 1.22 |
| 33 | 4.075 | 1.07 | 3.59 | 1.10 |
| 34 | 3.31 | 1.22 | 3.47 | 1.13 |
| 35 | 2.99 | 1.16 | 2.74 | 1.24 |
| 36 | 2.66 | 1.3 | 3.00 | 1.3 |
| 37 | 2.94 | 1.23 | 3.12 | 1.33 |
| **Method** | 2.82 | 1.04 | 2.85 | 1.11 |
| 39 | 3.58 | 1.26 | 2.86 | 1.03 |
| 40 | 3.14 | 1.09 | 3.14 | 1.1 |
| 41 | 1.94 | 0.93 | 1.79 | 0.97 |
| 42 | 2.89 | 0.93 | 3.21 | 1.12 |
| 43 | 2.58 | 0.99 | 3.29 | 1.33 |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **General Bibliography of Respondents****Sub-category** | **Micro & Small Enterprise Development Agency** | **Trade, Industry & Investment Promotion** | **Transport Authority** | **Total** | **Percent****(%)** |
| **Male** | **Female** | **Total** | **Male** | **Female** | **Total** | **Male** | **Female** | **Total** |
| **1.** | **Age** | **Below 20** |  |  |  |  |  |  |  |  |  |  |  |
| **21-30** | **2** | **3** | **5** | **2** | **2** | **4** | **2** | **0** | **2** | **11** | **14.8** |
| **31-40** | **6** | **2** | **8** | **9** | **2** | **11** | **2** | **2** | **4** | **23** | **31** |
| **41-50** | **11** | **5** | **16** | **4** | **3** | **7** | **6** | **0** | **6** | **29** | **39** |
| **Above 51** | **2** | **1** | **3** | **4** | **2** | **6** | **2** | **0** | **2** | **11** | **14.8** |
| **Total** | **21** | **11** | **32** | **19** | **9** | **28** | **12** | **2** | **14** | **74** | **100** |
| **2.** | **Educational Background** | **Below 12** |  |  |  |  |  |  |  |  |  |  |  |
| **10+2 Technical Diploma** |  |  |  |  |  |  |  |  |  |  |  |
| **Diploma** | **3** | **4** | **7** | **2** | **2** | **4** | **2** | **1** | **3** | **14** | **18.9** |
| **Degree** | **16** | **6** | **22** | **15** | **7** | **22** | **10** | **1** | **11** | **55** | **74.3** |
| **Masters & Above** | **2** | **1** | **3** | **2** | **0** | **2** | **0** | **0** | **0** | **5** | **6.7** |
| **Total** | **21** | **11** | **32** | **19** | **9** | **28** | **12** | **2** | **14** | **74** | **100** |
| **3.** | **Work Experience** | **Below 1** |  |  |  |  |  |  |  |  |  |  |  |
| **1-10** | **2** | **1** | **3** | **3** | **4** | **7** | **2** | **0** | **2** | **12** | **16.2** |
| **11-20** | **8** | **7** | **15** | **11** | **3** | **14** | **5** | **0** | **5** | **34** | **45.9** |
| **21-30** | **9** | **3** | **12** | **4** | **2** | **6** | **5** | **2** | **7** | **25** | **33.7** |
| **Above 30** | **2** | **0** | **2** | **1** | **0** | **1** | **0** | **0** | **0** | **3** | **4.05** |
| **Total** | **21** | **11** | **32** | **19** | **9** | **28** | **12** | **2** | **14** | **74** | **100** |
| **4.** | **Experience in the Current position** | **Below 1** |  |  |  |  |  |  |  |  |  |  |  |
| **1-5** | **14** | **7** | **21** | **12** | **6** | **18** | **9** | **2** | **11** | **50** | **67.56** |
| **6-10** | **4** | **2** | **6** | **7** | **3** | **10** | **3** | **0** | **3** | **19** | **25.6** |
| **Above 11** | **3** | **2** | **5** | **0** | **0** | **0** | **0** | **0** | **0** | **5** | **6.7** |
| **Total** | **21** | **11** | **32** | **19** | **9** | **28** | **12** | **2** | **14** | **74** | **100** |