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DETERMINANTS OF WORKPLACE CONFLICT: THE CASE OF ETHIO TELECOM HEADQUARTER

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BY

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ST. MARY'S UNIVERSITY
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TELECOM HEADQUARTER

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APPROVED BY BOARD OF EXAMINERS

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DECLARATION

I, Danayt Teazazu, the undersigned, declare that this thesis is my original work, prepared under the guidance of Mesfin Tesfaye (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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Name   Signature

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ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

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Advisor   **Signature**

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ABSTRACT

Conflict is an inevitable part of every effort. In the realm of management, conflict management is a newer concept. Individuals' actions and the conflict's outcome may be profoundly affected by these characteristics. If the manager is unable to successfully manage conflicts and find solutions, it might cause problems. This research examined intragroup conflict and strategies for resolving it in the context of management at Ethio Telecom's headquarters. According to preliminary survey data collected for this study, numerous disagreements occur at Ethio Telecom despite the presence of laws and regulations meant to prevent them. Therefore, the study's stated objective was to evaluate the elements impacting Ethio Telecom's central office's conflict management strategy. The main objective of the study is to investigate determinants of workplace conflict in Ethio Telecom head office. This study employs a quantitative methodology. The researcher employed a descriptive research strategy to complete this report. To conduct this research, we used data from all 2512 workers at Ethio Telecom's headquarters. In this study, respondents were chosen using a basic random sample method. As the population is very consistent, a random sample may be taken from it with little bias. A total of 138 workers participated in the study's sample. As the mean score was just 2.88, it may be inferred that the vast majority of respondents did not place a high priority on the interdependence dimension. All five potential categories of conflict at Ethio Telecom are positively correlated with employees' degrees of conflict management skills, the findings show (at the 0.01 level). A regression model was employed in the research to examine how much of the variation in successful conflict management may be attributed to controllable variables. the model's predictor variables have successfully explained 91.5% of the observed variance. This suggests that the model's independent variables account for more than 91.5% of the variance in the factors influencing successful conflict management at Ethio Telecom. Identifying the gap in department cooperation, Ethio Telecom should involve department heads in order to help them forge strong bonds to cooperate well with another departments, which in return facilitates effective experience sharing between departments.

Key Words: Ethio Telecom, Interdependence, Communication, Role Conflict, Personal Characteristics, Individual Conflict, Conflict Management

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

When two parties are in conflict, they are engaged in a competitive scenario in which they each strive to hold a position that is incompatible with the other's goals but which would benefit themselves. Like any other social phenomenon, conflicts have their origins and propagate via a process with repercussions. These consequences have an impact on the causes (Doak, 2022).

However, if not managed properly, conflict may be detrimental to a company, putting at risk things like team morale, commercial partnerships, and personal ties. When a solution is not found and the problem continues, resources are taken from more important or urgent tasks, morale is lowered, and divisions emerge between individuals and teams. A catastrophic quarrel often follows the Drama Triangle (Hicks & McCracken, 2014).

If the disagreement is positive and productive, the organization may reap the rewards. Organizational and personal development may both benefit from pooling members' resources in this way. As with any situation, conflict may make things worse. It may motivate people to recognize the limitations of their current approach and choose for a more optimal one. Since the underlying motivations, goals, and needs are better known, there is more incentive for ongoing dialogue. The use of incorrect or hurried means to resolve a conflict may also be avoided in this way. When individuals change and develop as a consequence of a disagreement, when those who are impacted by the disagreement become more engaged, when team members become more cohesive, and when a solution to the issue is found, then we have constructive conflict (Andakulova, 2021).

Conflict is an inevitable part of every effort. In the realm of management, conflict management is a newer concept. The manager's job is to motivate the team to meet all deadlines and financial constraints while delivering a product that the customer loves. The manager's important talents in leadership, management, stakeholder connections, and conflict management style are put to use in energizing the team to reduce conflict throughout the life cycle (Bano, 2022).

The manager's attention should be positively directed toward conflict resolution. Since conflict is an inherent part of any interaction between humans, a Manager must apply a variety of conflict management strategies to keep teams on the same page. A manager's ability to deal with conflict depends on his or her familiarity of conflict's underlying mechanisms. Features of internal conflicts include issue description, communication, and internal group dynamics in addition to goal perception, other perception, and observation of the other's behaviors (Adams, 2020).

Individuals' actions and the conflict's outcome may be profoundly affected by these characteristics. If the manager is unable to successfully manage conflicts and find solutions, it might cause problems. This research will examine intragroup conflict and strategies for resolving it in the context of management at Ethio Telecom's headquarters.

1.2. Background of the Organization

Ethiopia's principal internet and telephone service provider is Ethio Telecom, previously known as the Ethiopian Telecommunications Corporation. Ethio Telecom, the only provider of telephone service in Ethiopia, is wholly owned by the government. Located in the capital city of Addis Abeba, it is one of Ethiopia's "Big 5" state-owned enterprises with Ethiopian Airlines, the Commercial Bank of Ethiopia, the Ethiopian Insurance Corporation, and Ethiopian Shipping Lines. From 2010-2013, France Télécom oversaw Ethio Telecom under a management contract, during which time the company was legally obligated to follow any directives issued by the Ethiopian government. The government said that it contracted out management because ETC was unable to keep up with the country's fast expansion. It also said that there will be no imminent privatization of the telecom industry.

1.3. Statement of the problem

Conflict is defined as any kind of dispute between individuals or groups. In conflict, one party makes concerted attempts to oppose those of another, usually by erecting some kind of barrier that prevents the other party from attaining his goals or advancing his interests. Also, as conflicts arise in every job, it's important to choose people who are adept at dealing with them (Doak, 2022).

When people in an organization work together to create complex output or to achieve their goals, conflicts are inevitable and prevalent. Conflict is never good, but it may be productive and even fun when it leads to a more interesting and challenging work environment.

The goals of conflict management are to lessen the negative impacts of conflict at every stage, to reduce the intensity of conflicts to manageable levels, and to fulfill the needs of all parties involved in a dispute in a fair and equitable manner. According to many sources (Dewa, Corbière, Durand, & Hensel, 2012; CPP, Inc., 2008; Lipsky, Seeber, & Fincher, 2003), conflict management is a hot subject for many company owners, managers, and leaders. Reducing the harmful impact of conflict via workplace conflict in the workplace is possible. It's not enough for a company to just have a rule and regulation of managing conflicts; rather, the conflict management strategy it primarily opts for is what makes all the difference. This is why the ability to manage disagreement is often cited as one of the most important aspects of good leadership.

Given the gravity of the situation, conflict resolution must be as efficient as possible if it is to have a positive impact and inspire the use of pressure in the construction of institutions and the negotiation of agreements. All of Ethio Telecom's management and departments share a common commitment to the organization's mission, but their individual perspectives and experiences have molded the company's culture in distinct ways. Despite the significance of the research, it was undertaken in a country with very different physical features, political structures, and social and cultural values than Ethiopia. According to preliminary survey data collected for this study, numerous disagreements occur at Ethio Telecom despite the presence of laws and regulations meant to prevent them. Although many causes of conflict were suggested by participants, many factors influence conflict and conflict management, and leaders have special difficulties in dealing with these concerns.

As a consequence, several Ethio Telecom workers have seen a noticeable result in service delivery for customers, as well as a lack of integration between personnel and supervisors, which suggests that disputes need to be successfully controlled. Therefore, the study's stated objective was to evaluate the elements impacting Ethio Telecom's central office's conflict management strategy. The goals of this research are (1) to establish which factors determine and affect conflict management practices, and (2) to fully comprehend how these practices contribute to efficient conflict resolution.

1.4.   Research Question

The following are the research questions.

1. How does interdependency affect workplace conflict in Ethio Telecom head office?
2. What is the effect of communication problem on workplace conflict in Ethio Telecom head office?
3. How does role conflict affect workplace conflict in Ethio Telecom head office?
4. To what extent does characteristics of employee about his/her value influence workplace conflict in Ethio Telecom head office?
5. What is the effect of individual conflict on workplace conflict in Ethio Telecom head office?

1.5.   Objectives of the Study

1.5.1. General Objective

The general objective of the study is to investigate determinants of workplace conflict in Ethio Telecom head office.

1.5.2.   Specific Objectives

The study's precise aims, specifically to the above-mentioned overall objective, is as follows:

1. To examine the interdependence has significant effect on workplace conflict in Ethio Telecom head office.
2. To examine the communication problem has significant effect on workplace conflict in Ethio Telecom head office.
3. To examine to what extent role conflict affect workplace conflict in Ethio Telecom head office.
4. To examine how personal characteristics of employee about his/her value affects workplace conflict in Ethio Telecom head office?
5. To examine the influence of individual conflict on Workplace conflict in Ethio Telecom

1.6.   Significance of the Study

To put it simply, scientific studies are a useful resource for making choices. This study has the potential to make an important contribution by assessing the determinant factors that are significantly affecting the conflict management problem at Ethio Telecom Head Office. It will also provide crucial details about the conflict management process and the existing conflict

management issue at Ethio Telecom, and hopefully prompt the company to give the matter its full attention.

It will provide enough information about the factors that cause conflicts and the variables that have a significant effect on the conflict management process and the techniques for appropriate management of interpersonal and group disputes among employees. Researchers in the future will be able to utilize the results of this study as a starting point for expanding their own work to include different contexts and end users, such as the soon-to-be-launched telecommunications provider Safaricom. On top of everything else the study means, it will provide the researcher a great tip.

1.7.   Scope of the Study

Interdependence, communication issues, role conflicts, employee personal characteristics, and individual conflicts were the five independent variables considered in this study, which were designed to shed light on the factors that contribute to workplace conflict at Ethio Telecom's headquarters. Employees of Ethio Telecom raised these concerns throughout the proposal development process, thus these factors received special attention. In accordance with the employee's reflection, several empirical research variables might also indicate the efficacy of employee conflict management.

Due to resource constraints, we are limiting our analysis to the vicinity of Ethio Telecom's headquarters on Churchill Avenue in Addis Abeba, Ethiopia. Due to logistical and financial limitations, this study can only collect primary data from Ethio Telecom employees at the company's headquarters. This is because Ethio Telecom is a large and complicated organization with a large number of branches and district offices that are widely dispersed and distantly located geographically. Researchers can only look forward to the year 2022.

1.8.   Organization of the Study

This research paper consists of five chapters. The first chapter, is the introductory section, contains broad thoughts about conflict, conflict origins, and background on the commencement of the mentioned issue, statement, scope, and objectives. The theoretical framework and perspectives of many authors on conflict management practices are discussed in the second chapter. The research methodology is the subject of the third chapter. The fourth chapter presents, analyses, and interprets data received from respondents via questionnaires. The fourth chapter also includes data

presentation and analysis, and the fifth chapter provides the researcher's findings, conclusions, and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Theoretical Literature

2.1.1. Perspectives in Understanding Conflict

Ahamefula (2014) discussed two perspectives to mark a determination to trace the first conflict that happened in the history of mankind: one that assumes the phenomenon of conflict among human beings traces back to the appearance of human-being itself, and another that assumes the first conflict shown in the history of mankind is the conflict between the sons of the first man lived on earth (Keeley, 1996). Organizational conflict has been around since the industrial revolution, when employees revolted over fears of losing their independence at the hands of their bosses, as argued by Jaffee (2001).

Conflict has been characterized in a variety of ways by many writers, each according to their own personal perspective and the specifics of their work (King, 2022). Based on this concept, several academics have tackled important questions about how we define conflict and how we handle it. Several of them are: The existence of conflict is defined as the impediment to achieving organizational objectives caused by differences in the aims, interests, or values of people or groups. Conflict was defined as a kind of discontent and disagreement in which either employees or their bosses used coercion to attain their goals. Moreover, conflict is described as a challenging circumstance characterized by different perspectives and goals, mutual dependency, and the possibility for interpersonal relationships to be adversely disrupted (Olomskaya& Patyukova, 2021).

Since one's understanding of conflict and the phenomena s/he considers as conflict influences not only the effort to trace the history of conflict but also the impact of conflict on performance and the conflict management styles s/he believes is the best and the worst, how a researcher defines and understands the concept of conflict is of the utmost importance. Indeed, conflict perceptions have developed through time. Making a three-stage progression from pre-1960s to post-1960s to post-postmodern/interactionist/ seems reasonable.

2.1.1.1. The Pre- early 20th Perspective on Conflict

This conflict viewpoint has a well-conceived framework that extends to the early 1960s. From this vantage point, the term conflict is synonymous with the ideas of tension and violence (Hocker and Wilmot, 1985).

Verma (1998) attributes this violent and illogical view of conflict to the institutional pressures that gave rise to labor unions in the late 19th century, when workers and management clashed violently over working conditions. In this view, conflict is unhealthy and should be avoided at all costs. Scholars, especially in the 1960s, said that conflict should be avoided at all costs if an organization wanted to achieve success because of the widespread perception that it always leads to negative outcomes like violence (Cunha, 2001).

2.1.1.2. The Contemporary Perspective on Conflict

This point of view disputes the need of attempting to remove conflict since it sees violence as normal and unavoidable. If disagreements are handled properly, this theory suggests that everyone can benefit. Ramsay (2001) hypothesized that disagreements are not only common, but also beneficial for getting work done. However, in this view, the presumption about the result's positivity or negative is affected by the conflict's intensity.

2.1.1.3. The Interactionist Perspective on Conflict

The concept of this perspective of conflict considered to be introduced ever since the early 1990s. Interactionist perspective sees conflict in a contrary dimension to that of the Pre- early 20th Perspective. It compete against that conflict is an inevitability for an organization to bring together change and innovation.

Bercovich (1997) acknowledge the fact that conflict may be uncomfortable, and further argues that conflict is a stimulant for a change and innovation an organization aspires to achieve. In general, Contemporary Perspective and Interactionist Perspective shared points that the fact that conflict can in no way be non-existent in doing business it have to be able to manage effectively for a positive performance in businesses.

2.1.2. Theories of Organizational Conflict

2.1.2.1. The Classical View of Organizational Conflict

Classical theorists of organizations, such as (Fayol, 1916/1949; Gulick&Urwick, 1937; Taylor, 1911; Weber, 1929/1947), did not seek to amplify the many impacts of conflict inside organizations. They reasoned that conflicts should be reduced since they are assumed to have a negative impact on organizational performance. They proposed things like a formalized set of operating guidelines, a clear chain of command, and other such measures. Members of the same group are less prone to fight when they are well-organized. There was an underlying premise in this method of managing organizations that success could be achieved via a state of relative peace and collaboration.

Frederick Taylor

The Scientific Management Approach, as advocated by Frederick Taylor (1911), aimed to reduce tensions between employees and superiors and increase output at businesses. Taylor said that if these principles were put into place, disputes between workers and management would disappear. However, there were challenges associated with the implementation of scientific management, which ultimately resulted in major improvements to industrial efficiency. The Scientific Management Approach did not provide a framework for addressing interpersonal and group conflicts inside an organization.

Henry Fayol

The comprehensive philosophy of company management created by the French executive Henry Fayol is known as Fayolism. Fayol (1916/1949) is widely acknowledged as a seminal figure in modern organizational philosophy. His work even surpassed Taylor's in several ways. The 14 management concepts that Fayol introduced, such as unity of command, span of control, division of task, etc., are extensively used as a framework for management and decision making. While Fayol's methods were more comprehensive and methodical than Taylor's, all of the classicists, including Taylor, Fayol, Gulick and Urwick (1937), Mooney and Reiley (1939), and others, saw organizations as closed systems. They were operating on the assumption that tension was detrimental to productivity. To promote peace and collaboration and to reduce or eliminate

disagreement among members, they advocated mechanical organizational frameworks with clear lines of authority, hierarchical structures, and division of labor.

Max Weber

The German sociologist Max Weber (1929–1947) foresaw the rise of a bureaucratic organizational structure. He thought that was the best way to structure a company. In his model of bureaucracy, Weber allowed absolutely no opportunity for disagreement or deviation. Despite his knowledge of bureaucracy's flaws, he insisted that bureaucratic institutions were necessary for efficient operations. A.K.A. Mary Parker Follett There was a notable outlier among the proponents of classical organization theory. Noting that "we can frequently gauge our success by studying the character of our fights," she emphasized the need of healthy disagreements inside a company. In this way, social development mirrors personal development: "As the stakes of our disputes increase, so do the opportunities for personal growth" (Follett, 1926/1940). She spoke up passionately in favor of a problem-solving approach that emphasizes integration to address the issue of workplace conflict. She felt that conflict resolution strategies including repression, avoidance, domination, or compromise were inefficient.

2.1.2.2.   The Neo-Classical View of Organizational Conflict

Elton Mayo's (1933) research from the 1920s and 1930s inspired the human relations movement, which promoted the idea that reducing or eliminating conflict inside an organization improved its performance. Mayo saw the dispute as the product of the maladjustment of a few persons on the labor side, rather than as inevitable or economic. Mayo continued to be steadfast in his belief that confrontation was bad and indicative of a lack of social skills. According to Mayo, cooperation is a sign of good health (Baritz, 1960). Others, like as Lewin (1948), Likert (1967), and Whyte (1974), gradually came around to supporting the human relations theory (1951). Although Taylor, Fayol, Weber, and Mayo all wanted to improve organizational efficiency by lowering levels of conflict, they all went about it in different ways. Mayo tried to eliminate conflict by adjustments to the organization's social system, whereas Taylor, Fayol, and Weber focused on the technical - structural system. As a result, it is clear that the classical organization theorists, with the exception of Follett, did not include a conflict variable in their models. Conflict was seen as negative and counterproductive by these theories. The recommendation was to just get rid of it (Litterer, 1966). The elimination of conflict as a goal for organizations was not a position taken explicitly by the

classicists. They thought, somewhat predictably, that disagreement is bad for a company and should be avoided wherever possible. During the first fifty years of this century, this perspective on management and administration was the most widely discussed in academic circles.

2.1.2.3. The Modern View of Organizational Conflict

The earlier position of classical organization theorists was contested by Litterer (1966), who argued that it is akin to the view of others on the management of tension in individuals. Many analysts of human behavior have held the view that a basic driver of human action is the need to relax. So, the goal of both therapy and organizational structure was to prescribe actions or build solutions that would lessen emotional strain on people. In recent years, the idea that "healthy" personalities actively seek for more tension has gained traction, and it is now widely considered as normal (Litterer, 1966).

Organizational conflict serves a few purposes, as succinctly outlined by Whyte (1967): The pursuit of harmony is counterproductive to effective business operations. The goal should not be to create a problem-free workplace, but rather a group that can identify issues and work together to find solutions. Given that disputes arise naturally in every group setting, it's crucial that conflict resolution mechanisms be included from the start.

Pluralist philosophy, like the interactionism method, sees disagreement as a way to generate agreements and create agreed upon parameters of cooperation. Instead of being a sign of a breakdown in social connections, conflict is transformed into a tool for social change and influence. The willingness and ability to take action can only be shown by occasional displays of conflicting behavior (Nightingale, 1974).

Kerr (1964) is a pioneer in the field of using this theory to analyze workplace tensions.

An effective summary of the relevance and functions of organizational conflict is provided by Miles (1980): Some theorists have viewed excessive organizational conflict as the antithesis of "organization," but more recently, researchers have begun to emphasize conflict's role as a vital seed from which other organizational processes, such as activation and motivation, feedback and control, power balance and coalition formation, growth and innovation, and even the institutions for channel ng and resolving disputes, sprout. The intricacy of conflict management is shown by

these functions and dysfunctions, highlighting the importance of conflict in every business. Because of these factors, managers and organizational designers must be familiar with the conditions under which workplace conflicts arise and the tools at their disposal for resolving them (Miles, 1980).

2.1.2.4. Organizational Conflict Nature

For a long time, the early approach to conflict within organizations considered that conflict is bad and that the existence of conflict in an organization is an indication that something is wrong. Conflict was always bad and should be avoided if at all possible. (Robbin,2001:384) The implication of this point of view was that all conflict should be avoided due to its negative moral qualities. However, this year people have begun to change their opinions about conflict. According to modern thinking, conflict is inevitable but need not always be negative. Conflicts may be seen in a variety of ways by various individuals. Everyone experiences and must learn to deal with conflict on a regular basis. Conflict emerges while a group works to achieve its responsibilities. Uncertainty, and hence conflict, is accepted as part of existence (Arai, 2022).

Overton&Lowry(2013) describe conflict as differences in viewpoints, beliefs, behaviors, or interests that are sometimes explicitly articulated and other times not. According to Ramsay (2001), conflict arises when some members of a group try to stop another group from acting in a certain way, or when individuals inside the group disagree with the person's or group's actions.

When handled properly, conflict is not only necessary but also beneficial since it may motivate novel approaches to problems. Behavior and thinking are habitual in the absence of conflict. When there is tension, we might question whether or not these ideas and behaviors are absolutely necessary. The presence of fundamental differences that call for awareness and appropriate management is often denied, and many would prefer continue to live with unsolved misunderstandings than face this fact (Omisore&Abiodun, 2014). Conflicts are a part of everyone's life. Conflicts arise in many walks of life, including households, offices, and even TV newscasts (Omisore&Abiodun, 2014).

Organizational conflict is the state of miscommunication or discord amongst coworkers due to perceived or real differences in objectives, priorities, and values. A member of an organization

declares that his values, attitudes, or aims are incompatible with the attitude, values, or goals defined by the organization and must be followed by the members of the organization, and so, conflict ensues as a result of the ensuing human interaction (Siira, 2012).

Conflict happens when individuals within an organization fail to effectively communicate their wants, ideas, views, objectives, and values to one another, which is inevitable given that organizations are made up of individuals with varying perspectives and perspectives. Successful leadership and teamwork, enhanced product and service quality, increased customer loyalty, decreased expenses, and optimal use of available resources are just few of the many benefits of resolving conflicts. Organizational productivity and service delivery may benefit from conflict identification and management training because it increases good results rather than negative ones. For a company to thrive, its leaders must endeavor to eliminate causes of internal strife and foster an environment where everyone feels secure and supported. Relational conflict may be characterized as differences of opinion between and within any of the parties involved in a given situation. Many authors who have studied the topic of conflict have come to the conclusion that all conflicts are inevitable and that the way in which they are resolved is entirely up to the participants. (Arai, 2022)

Behavior and thinking are habitual in the absence of conflict. Conflict prompts us to question whether or not these ideas and behaviors are really necessary. Most people would prefer continue to have unanswered questions than admit there are basic differences between them that need to be recognized and managed (Jha et al., 2022). All people will inevitably face conflict throughout their lifetimes. Family life, the job, and even the evening news are not immune to conflict. A conflict may serve a useful purpose or it may lead to dysfunction. For the sake of the business, it's essential to look into and address any conflicts that arise. Administration must evaluate the circumstance to decide if conflict should be escalated or avoided (Bano, 2022).

Disagreements might serve a useful purpose or be counterproductive. Conflict that serves a purpose, either constructively or functionally: Contrary to popular belief, interactionists do not see all disputes as negative. However, there are certain disagreements that really help the organization achieve its goals and operate better. When members of a group disagree but nevertheless work together to achieve common objectives, they are engaging in functional conflict. Participants in a constructive disagreement are better able to pinpoint issues and seize opportunities because of it.

It may also lead to creative thinking, increased knowledge, and enhanced development. There is an average amount of strife inside companies. Collaboration inside a business is common, and the benefits to the company's productivity and efficiency are clear (Worren, 2018).

Most dysfunctional disagreement inside an organization has a negative impact on performance and output. As a result of this conflict orientation, competing personal interests are prioritized above the company as a whole. Administrators tend to keep confidential information to themselves. Workers undermine one another's efforts, whether on purpose or accidentally, due to a lack of motivation in working together that is rooted in internal strife. Conflict is dysfunctional when one party prioritizes its own interests above those of others. Conflict may emerge between students and faculty members who have a preference for one program over another, for instance if MBAs at a school demand that all scholarship funding be sent to the business school while ignoring undergraduates (Massey & Dawes, 2022).

The goal of conflict management is to reduce the negative effects of conflict while maximizing the favorable ones. Awareness, group efficiency, and organizational efficacy are three major outcomes that may be improved via conflict resolution (Rahim, 2002). Skills in conflict management include the ability to resolve conflicts, recognize one's own conflict styles, effectively communicate with others with whom one has differences of opinion, and create an organizational structure to handle conflicts as they arise. The conflict's negative impacts may lessen and its good outcomes may increase depending on how it is handled. When you know what kind of conflict is happening and how to solve it, you can handle it effectively. Ability to resolve conflicts, recognize one's own inclinations toward conflict, effectively communicate with others with whom one finds themselves at odds, and create an organizational framework for handling conflicts in one's immediate surroundings are all components of conflict management (ChinakaMakinde& Grace, 2014).

2.1.3. Types of Conflict

The term conflict refers to a situation of hostility between individuals, groups, or states resulting from competition over resources, power, or opposing interests in other areas (Francis, 2006).

Conflicts are generally defined as relational disputes between two or more parties. Conflict is inevitable in organizational life but it need not have destructive consequences for the organization (or work group)." There are several different types of conflicts; Relationship Conflict; Value Conflict; and Interest Conflict.

Relationship Conflict is a subjective viewpoint that might develop when one person acts negatively toward another or when another person's vision is affected owing to preconceived notions or hearsay. As a result of a lack of teamwork, interpersonal relationships suffer and productivity decreases in the workplace.

Value Conflict occurs when two or more parties have fundamentally different beliefs about what constitutes good and evil in the world. Since they revolve solely on how one "feels" about another person or a certain circumstance, conflicts of this kind, such as those involving values and relationships, are the most subjective.

Interest Conflict occurs when one party's goals run counter to those of another party or group. This often happens when one party fears that giving in to another's wishes may compromise the fulfillment of the first party's goals. When a manager of the team insists that two persons with a strained relationship work together, interpersonal conflict is likely to arise. In literature, when examining workplace conflict, writers sees that there are four types conflict classified as intrapersonal, interpersonal, intergroup and intragroup.. Researchers Peter AwiniSeidu& Phyllis AsorhOteng& Hafiz Adam (2016), summarized types of Conflict as below:

Intrapersonal conflict a state of mental stress that arises when a person must choose between two or more unfavorable actions (avoidance conflict) or two equally desirable ones (approach, approach conflict). Nelson and Fast identify two forms of interpersonal conflict: inter-role and intra-role (2003). The writers argue that a position is a set of expectations people have of you. Conflict between one's job and family responsibilities is the most typical kind of role conflict that many workers face. When a person is receiving mixed instructions from different role senders, this is known as intra-role conflict. Both inter-role and intra-role conflicts are considered forms of intra-personal conflict by Nelson and Fast (2003). As the authors describe it, a position is "a bundle of expectations made on someone by others." Many workers experience work/home conflict when their employment responsibilities and parental responsibilities collide. An person experiences intra-role conflict when role senders give them conflicting instructions about how to act inside the same role.

Interpersonal conflict is any disagreement between more than one party. Any time many individuals in the workplace have divergent opinions, a conflict arises. When one party perceives

that another is frustrating a concern of his or hers or is likely to do so, that person enters a state of interpersonal conflict (Thomas,1976).

Interpersonal conflict is the most prevalent kind of conflict faced by workers in many firms (Adomi&Anie, 2005; Hotepo et al., 2010). Conflicts of this kind might arise between employees, management, or even clients and consumers. Conflicts of this kind are inevitable and may even be beneficial to one's development or to the strengthening of one's relationships. Managing this kind of disagreement also requires being able to think quickly on your feet and devise solutions.

Intergroup Conflict is an internal and external disagreement on how to handle certain problems. Intergroup conflict is widespread in businesses and may make it hard to coordinate and integrate work activities (Schermerhorn, Hunt, Osborb&Uhl-Bien, 2010, 233). When employees whose work depends on each other get furious, blame one other, and take actions that negatively impact the company, this is known as organizational intergroup conflict (Dana, D, 2001). Workplace intergroup conflict is defined by this study as "a situation in which interdependent workers perceive positions or action as irreconcilable, with the consequence that at least one of the parties perceives that disagreement is emotionally upsetting, causing a problem at work" (Sääksvuori, L., Mappes, T., &Puurtinen, 2011). For example, in a company, the Technical Division and the Customers Business Relationship Division may have disagreements. This is because each group has its own unique set of priorities and concerns. A further factor that leads to the emergence of intergroup conflict is competitiveness.

Intragroup Conflict When persons on a work team have different perspectives about how best to achieve a defined objective, for example, this may lead to intragroup conflict, as described by Rahim (2002). Disagreements amongst team members, as well as their varied personalities and points of view, may all contribute to an uneasy atmosphere. For instance, a marketing group may discuss several strategies for introducing a new product to the market. An external third party that gives direction and feedback during group disagreements may be necessary for managing intragroup conflicts.

2.1.4. Determinants of conflict

There is always some degree of tension between any two groups or individuals that engage (Manata& Bozeman, 2022). Tensions emerge when vital workers clash with the organization's

framework. First, we need to take a look around the workplace and in the outside world to identify potential sources of tension.

2.1.4.1. Interdependence

To what degree does each team member rely on the other members of the team for knowledge, resources, and morale to carry out his or her duties? This is what we mean when we talk about interdependence (Van derVegt et al., 2003). Pooled, sequential, and reciprocal dependency are the three forms of dependencies identified by Terry and Franklin (1988:248) as factors in conflict.

When departments within an organization exclusively communicate with one another, they are said to be "pooled interdependent." There is little communication between, say, the Emory trust co. bank branch and the georgic tech branch. However, they are dependent on one another for the sake of the organization's success. Bounces for all branch managers, including Emory, might be hindered if the tech manager is underperforming, which could lead to tension and resentment.

We say that there is sequential dependency between organizational groups when one must finish its activities and tasks before another group can start working on the product. If the first sequential group is slow or sloppy, it won't affect the second sequential group since their output is the input for the second sequential group. For example, at a furniture factory, the finishing unit can't put the piece together until the gluing group is done with their portion of the process, and vice versa.

A third kind of dependency, called "reciprocal interdependence," manifests itself in increasingly complex organizations, when the results of one critical group serve as input for another. The recent launch of NASA's space shuttle is a great example of the freight crew, ground crews, engineering, computer, and security departments working together to accomplish a common goal. Think about the potential for a snag if the computer fails and the launch is postponed. Therefore, technology and the structure of the workplace both have a role in determining the degree of reliance (Shea&Guzzo, 1987). As reported by (vanVijfeijken et al., 2002). Mutual dependency emerges when tasks are intrinsically linked, or when people view their work as being so. In order to fulfill organizational objectives and meet individual self-interests, individuals depend on one another, expect others to be productive, and strive to be effective themselves.

2.1.4.2. Communication problem

It is assumed that the recipient has comprehension when information is sent from sender to receiver. Symbolic message transfer is also considered part of communication. In this light, internal communication within a company is fundamental to its culture (Drenth et al, 1998). As a conclusion, Richmond et al. (2005) describe corporate communication as the activity of activating meaning in the minds of others via verbal or nonverbal communications. In order for a message to be properly sent, the recipient must grasp its significance and convey that understanding to the sender in the form of predetermined responses. Any viable organization will allow for two-way communication in all four directions (down, up, left, and right).

Between upper management and workers, there is a two-way flow of information. Companies with an authoritative management style tend to communicate in this manner. There is a two-way flow of information between employees and upper management. The fundamental purpose of this communication is to maintain open lines of communication between upper and lower management. It's the best approach for upper management to assess the efficacy of communications across the company as a whole, not just those directed downward.

Employees and divisions at the same level of a company engage in horizontal communication. It makes it possible for many divisions to work together and integrate their efforts. Diagonal communication occurs when two persons who aren't directly related to each other in an organization's hierarchy are trying to work together. Whenever this kind of communication is used, it serves as a supplementary tool. Diagonal communication is utilized, for instance, when labor unions arrange talks between workers and top management, skipping between first line and middle management. It's clear that the parties concerned are at odds with one another because of a failure to effectively communicate.

The fact that everyone has their own unique perspective and tends to see things through rosy glasses is the primary driver of communication distortion. There may be friction and misunderstanding when employees and management have divergent views on the significance of a certain event or circumstance.

2.1.4.3. Role Conflict

How one acts in accordance with what one's peers believe one should do is central to most definitions of role. This kind of conflict arises when one person is tasked with carrying out the

duties of two or more distinct positions that are incompatible with one another. According to one definition, "role conflict" occurs when "the role incumbent is in a condition of thought, experience, or perception whereby compliance with one role expectation makes compliance with the other(s) more difficult, if not impossible." Kahn et al. are only some of the people that have helped out here. Workers are sometimes confused about how to proceed because they have inadequate and confusing knowledge about the activities, duties, and goals that they perform, and because they are subject to contradictory expectations about their jobs from family, friends, and management. Role ambiguity and role conflict provide a theoretical framework for understanding the current situation (Khan et al., 2014). People have several identities because they belong to many different communities. Role conflict occurs when an individual's numerous roles are at odds with one another.

2.1.4.4. Personal characteristics of employees about his/her value

When we talk about someone's "personality," we're referring to their unique set of mental and emotional characteristics, as well as the way those characteristics manifest themselves through time. Characteristics of a person's personality are both static and dynamic, with predetermined parts and a hierarchical organization that respond in various ways to variations in their surroundings (Lin & Chiu, 1999). The big five-personality trait model is a theory of human character that identifies and describes the five most important characteristics of an individual's character. People's feelings, beliefs, and actions are all brought together in this. Agreeableness, receptivity to new experiences, and extroversion.

Conscientiousness, neuroticism, openness to experience, and extroversion are the five personality variables found by Costa and (Rani, 2018). (Rani, 2018) defines extraversion as a set of personality characteristics that encompasses a person's level of sociability, affiliation, and gregariousness as well as their level of assertiveness, dominance, and positive affect. Robbins et al. (2008) argue that personality characteristics are a widely recognized means of describing individual behavior. How fervently an individual pursues his or her own interests or those of his or her group might vary widely. Managers who have a strong demand for power and domination tend to struggle with those who have lesser requirements. In addition, there is a wide range of linguistic proficiency among humans. Because of this, it's important to be able to express one's stance effectively to others.

2.1.5. Conflict's impact on organizational performance

Conflict manifests itself in a variety of ways in a structured company, whether it occurs in a large corporation or a small department store. As a result, it's critical to consider some of the implications that disagreements can have. Ogunbameru (2006) distinguished two types of workplace conflicts: functional workplace conflicts and dysfunctional workplace conflicts.

2.1.5.1. Conflict's functional consequences

In order to optimize an organization's capacity for learning and performance, Rahim (2002) argues that successful conflict management necessitates the creation of techniques to decrease destructive conflict dysfunctions and increase constructive conflict functions. This suggests that the goal of conflict management is not always the avoidance or resolution of conflicts, but rather the mitigation of destructive escalation. According to Ogunbameru (2006), formal workplace conflict occurs when employees voice their unhappiness with their employer in a coordinated fashion by way of a trade union or other representatives. Oftentimes, this kind of dispute is a determined tactic or effort to impact change, therefore it receives a lot of media attention.

When people in an organization have strongly opposing views, the preferred stance of the group often has its superior judgments called into doubt. When the consensus of a group is challenged, it often leads to fruitful discussions and better outcomes in terms of the choices made. When faced with a number of options, it's common for the best choice to be reevaluated in light of fresh facts.

Groups often become more united and strong after experiencing conflict with one another. Sometimes, members of organizations that are at odds with one another become even more strongly identified with and devoted to the latter.

As unpleasant as it may be, workplace conflicts may provide a welcome dose of drama. Members of an organization benefit from healthy disagreement and the presentation of other perspectives. Struggle also provides a chance to test hypotheses and assess results.

Arguments have the potential to reveal hidden problems inside a company. It is possible that the overall efficiency of an organization may be enhanced if disagreement groups were established. Conflicts may also spur the creation of new approaches to settling hostilities in the future.

2.1.5.2. Conflict's dysfunctional consequences

According to Ogunbameru (2006), conflict in the workplace is dysfunctional when it is not the result of a systemic issue inside the business but rather results from an individual's personal grievances and is solely expressive in character. Employees' covert acts of protest, sabotage, disorderly conduct, and negative attitudes at work provide clues to the root problems that management cannot see with the naked eye.

The problem's prevalence determines the extent to which it affects work performance, staff retention, and the bottom line (Kazimoto, 2013). Incorporating a healthy dose of conflict into an organization's culture is essential, but ignoring the negative effects of concentrating primarily on its practical features.

2.1.6. Conflict Resolution

The first step in creating a conflict resolution system is pinpointing the causes of conflict within an organization. The best method to handle workplace tension is to work toward a good outcome, rather than using coercive measures that would only serve to frighten others into submission. Conflicts that are too high and dysfunctional for the organization's performance need to be eliminated or reduced, while conflicts that are at the right level and contribute to organizational performance need to be stimulated. Ability to resolve conflicts, recognize one's own inclinations toward conflict, effectively communicate with others with whom one finds themselves at odds, and create an organizational framework for handling conflicts in one's immediate surroundings are all components of conflict management (ChinakaMakinde& Grace, 2014). There is a school of thought that suggests conflict isn't the root of an organization's troubles so much as poor conflict management is. The manager's role is aided by managing it in such a way that a suitable and effective ways of attaining objectives may be identified.

2.1.6.1. Mode of conflict resolution

To be more effective and contented at work, conflict resolution and management must satisfy everyone's wants and concerns, including your own. Conflict management style is typically seen through the prism of two-dimensional models. Thompson hypothesized five sorts of personalities: competitive, integrating or sharing, avoidant, collaborative, and accommodating. Individual and environmental variables are likely to impact the selection and use of the five conflict resolution methods. Conflict resolution approaches are still commonly employed by management and people

today. Thomas separates the five personality types into two dimensions: assertiveness, or the drive to solve one's own issues, and cooperativeness, or the desire to address the concerns of others. These are numerous combinations of assertiveness and collaboration.

Competitiveness (Dominance)

The competitive conflict resolution has a high amount of assertiveness and a low level of cooperativeness. This power-oriented tactic, coupled with direct physical aggression and significant dependence on punishment, is used to acquire control over others. The gain of one party is the loss of another. Parties utilize weapons such as battles, disputes, and intimidation to attain their aims. Such a method typically develops forces that intensify the issue while doing nothing to discover fresh, constructive solutions that are agreeable to everybody.

Avoidance (Withdrawal)

Withdrawal, indifference, avoidance, apathy, fighting for the wrong reasons, and a failure to confront essential concerns are all characteristics linked with this tactic. To them, avoiding disagreement seems more mature and rational than engaging in juvenile debates, thus they may choose to withdraw from the situation. This is only a tactic for avoiding strife. The person avoids coming in and discussing the matter, so they wait outside. Thus, the disagreement is not settled satisfactorily and persists.

Being accommodating (Smoothing)

The accommodating approach to resolving conflicts prioritizes compromise over aggressiveness. Collectively, people will be kind and helpful. The accommodating approach downplays differences between the competing parties while emphasizing their shared interests. Underlying this approach is the fear that the other party would end the relationship if its possessive issues are voiced. Instead than provoking a conflict by open confrontation, give in to the other person's wishes. In contrast to withholding, smoothing is a more nuanced tactic. In the short run, smoothing may be used as a band-aid.

Style compromise (Loss-loss)

As a means of settling disagreements, this tactic has a long history. Since each side is expected to make a concession in return for something of equal or greater worth, there can be no unambiguous

victor. It's a popular phrase when two individuals have conflicting values, habits, or viewpoints. It's effective when the steps necessary to achieve the objective (like pooling resources) can be broken down into smaller chunks. This approach places a premium on the procedure, which often entails bargaining and a number of guarantees. On the other side, the power of each disputing party will determine how much of a concession it will make.

Problem-solving approach

According to this view, problem resolution is the antithesis of conflict, since it involves more open communication and an effort to listen to and understand one another, as well as a desire to remove emotions from the situation. In order to find a solution to the problem rather than merely tolerate the existence of opposing viewpoints, the parties involved in the discussion collect all available information on the subject at hand, weigh all of the potential outcomes, and then engage in a vigorous back-and-forth. As said before, when the stakes are too great, confrontation may be destructive. Management may gain from stoking friction if employees become too cooperative as a result of things constantly going well. A failure to disagree might result in subpar work, such as faulty judgment.

2.1.6.2. Encouraging constructive conflict

In this part, we will examine three methods that have been used effectively to reduce conflict and restore productivity: Intelligently using an organization's communication channels to generate uncertainty, re-evaluation, or conflict (Invancevich, 1990:321) is an example of "communication, bringing in an outside person, and creating rivalry." Information that poses a threat (such as a potential budget reduction) might be used to create a false sense of functional conflict within a department in order to boost output. An intentional spread of rumors may also be advantageous. When trying to revitalize a dormant organization or gain control of a group, it is common practice to recruit or reassign people who have different perspectives, ideals, and experiences than the present members of the group. Assuring a wide range of viewpoints inside an organization is a primary goal. The third method, encouraging healthy rivalry among teams, makes use of rewards for outstanding work. Effective usage of such incentives may aid in sustaining a competitive climate, which may lead to some healthy rivalry.

Finally, we may say that internal strife is inevitable in any group. Therefore, efforts should be made to manage conflict and use it for the sake of the company. To achieve this goal, one must

learn to evaluate conflict, determine its causes, provide appropriate therapy, and redirect the disruptive force back into the organization's development efforts.

2.1.6.3.   Conflict Resolution Styles

The potential for conflict to occur between two parties is described by Robbins Stephen.P et al. (2009) as a result of the presence of perceived conflict. Decisions to behave in a certain manner are made after perceptions, emotions, and intentions have intervened. "(Womack, 1988)" A person's conflict style may be thought of as the method they use to appease another person or group of people. As an extension of Rahim's (1983) two-dimensional framework, Dunnette, M. D., and Hough, L.M. (1992) created a new model that incorporates the ideas of distributive vs integrative bargaining. Variables in Conflict Resolution Competing, avoiding, cooperating, compromising, and accommodating are all examples of intentions. Thomas and Kilmann (1974) created a model with only two dimensions: aggressiveness and agreeableness.

In contrast to assertiveness, which is focused on the individual's needs, cooperative behavior prioritizes the welfare of group members. Five different approaches to resolving conflicts are shown in Figure 1 below, based on the model proposed by Thomas & Kilmann (1974). These include competition, cooperation, avoidance, accommodation, and compromise. The egocentric focus of the competing mode of conflict resolution makes it difficult to put others above one's own needs. People that adopt this strategy work to maximize their own benefits at the expense of others. Concern for others is prominent in the accommodating conflict resolution method. As a conflict resolution strategy, "avoiding" is defined by a lack of focus on the individual. A person with poor assertiveness should avoid confrontation whenever feasible. People who resolve conflicts via cooperation do it in a way that takes into account the needs of all parties. The compromise approach to resolving conflicts is a middle ground between being too cooperative and being too pushy.

Ass. = Assertiveness,   Coop. = cooperativness
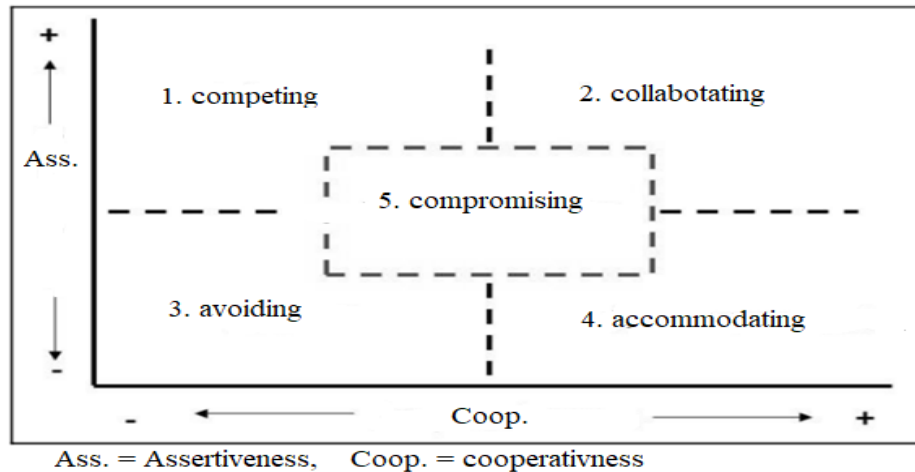
Figure 1 Conflict Resolution Styles

2.2.   Empirical Review

Numerous empirical studies have examined the elements that contribute to, and are affected by, conflict and conflict management inside organizations. Accordingly, this part presents the most relevant empirical data from connected literatures. The effects of task and goal interdependence on conflict management and team effectiveness were the focus of Somech (2008)'s study, Managing Conflict in School Teams: The Impact of Task and Goal Interdependence. Based on the data gathered, the researcher concluded that the integrating pattern is more often used by school staff teams than the dominating pattern. The degree of conflict was significantly and negatively correlated with the degree of interdependence.

By analyzing the long-term impacts of conflict on trust, autonomy, and task interdependence in self-managing teams, Langfred (2007) uncovered some of the drawbacks of self-management. His research suggests that there is a negative correlation between task conflict and collaboration. This shows that there is a positive and negative correlation between task conflict and dependency.

Conflict management may help improve workplace relationships, according to study done by Adu et al. (2015). In addition to finding a substantial correlation between conflict management and workplace communication, the study's author also found that communication acts as a moderator between conflict management and interpersonal connections in the workplace. Üstüner&Kiş (2014) investigated Educational Supervisors' Heads' Communication Competence and Organizational Conflict. The study found a somewhat unfavorable relationship between educated supervisory heads' communication skills and the intensity of workplace conflicts. That's why it's

so important for education department leaders with supervisory responsibilities to have strong communication skills; doing so reduces internal tensions inside organizations.

In addition, the ability to effectively communicate was proven to be a robust predictor of conflict inside organizations. Communication willingness positively affects process and task conflict but negatively affects interpersonal conflict, as Wu et al. (2017) found in their study of the connection between communication and performance in construction teams. Also, effective formal communication lessens conflict over tasks and processes, but more frequent formal communication is correlated with increased interpersonal friction. Unofficial channels of communication were found to be counterproductive to the completion of the.

The Effect of Perceived Team Performance on Organizational Outcomes, Studies were done by Guenter et al. (2016). The results indicate that role conflict contributes to organizational conflict and has a negative impact on how people see their team's effectiveness. At Work, There's a Constant Clash Between Your Responsibilities and Your Confirmation of the Reliability of the German Translation of Jehn's Intragroup Conflict Scale (Lehmann-Willenbrock et al., 2011). He found that performance on novel tasks increased with role conflict but not on familiar ones. Team effectiveness and trust between coworkers were both negatively affected by interpersonal conflict. The structure of conflict, which was studied by Jehn et al. (2008), had a little but favorable effect on group performance.

Various authors, such as Nina PolokiVokiSanjaSontor, n.d. The topic of "The link between personal traits and conflict management strategies: a case study of Croatia" was investigated. The study's author found that people's personalities and life experiences greatly influenced how they handled conflicts. Date unknown, Joyce Shapiro studied the variables that affect HR experts' job satisfaction. An Examination of the Correlation Between Personality Traits and Conflict Management Skills in the Workplace Behavioral scientists claim that an individual's traits significantly correlate with how well they handle conflict. When it comes to resolving conflicts and establishing authoritative leadership, Rani (2018) looked at the role that a person's personality played. He found that conflict resolution was intrinsically linked to every aspect of a person's character.

Ellen Toku (2014) investigated how primary schools in the Ashani area dealt with conflicts. Through her study, she found that the integrated approach to resolving conflicts was the most often

used method in the region's elementary schools. Conflict in companies was studied in depth by Mustafa et al. (2019) in a case study of Kosovoan businesses. Researchers came to the conclusion that integrative management was used most often by managers in times of conflict.

The study's author found that the performance of marketing firms in Kogi state could be predicted with a higher degree of accuracy than usual thanks to their good conflict management practices. It was also shown that the competitiveness of marketing firms in Kogi state was significantly impacted by the variables (communication gap, poor financial incentive, cultism, ethnicity, lack of tolerance among workers). A real estate development and installments firm commissioned Dr. Khlid N. Alshuwairekh (2017) to do an empirical research on employee perspectives on conflict management (cause and effect) on Malathik. The study's authors found that supervisors should listen to all sides of a debate objectively. They need to be more pragmatic while listening to their dispute partners.

2.3. Conceptual Framework

Workplace conflict is unavoidable. According to the organizational conflict theory, a wide range of conflicts can arise within an organization. Although interpersonal conflicts are the most common type of workplace conflict, there are some other areas of contention. These include inter-departmental conflict, the struggle for power among the senior managerial members, the inter-organizational conflict. Some theorists believe that workplace conflicts must be resolved in order for the organization to progress smoothly, while others believe that workplace conflicts help to drive the company toward success (Nain, 2017)

There are two types of variables in the researcher study: independent and dependent variables. The dependent variable is the one that is affected by the independent variable.

According to, theoretical framework the conceptual framework diagram illustrated as follows;
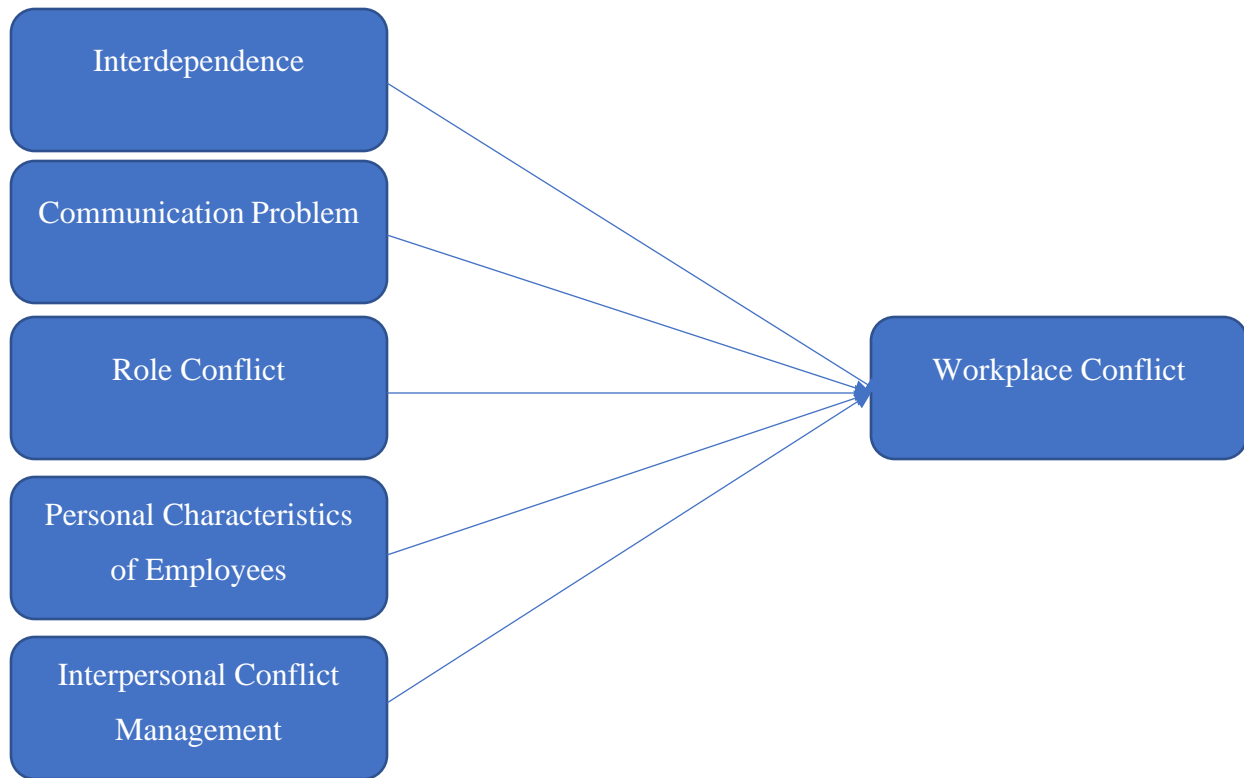
Figure 2 Conceptual Framework
Source: Constructed by Researcher

2.4. Research Hypothesis

H1: Interdependence has a major effect on the workplace conflict in Ethio Telecom head office.

H2: Communication problem has a major effect on the workplace conflict in Ethio Telecom head office.

H3: Role conflict has a major effect on the workplace conflict in Ethio Telecom head office.

H4: Personal characteristics has a significant effect on the workplace conflict in Ethio Telecom head office.

H5: Individual conflict has a major effect on the workplace conflict in Ethio Telecom head office.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Research Approach

This study the researcher's methodology describes the overarching strategy they will use to carry out the research endeavor and, in turn, the specific instruments they will use (Leedy & Ormrod, 2010). Researchers choose a method to their study depending on the study's goals, objectives, issue domain, and research question (Alhamdaniet al.2006).

Many instances and many variables are often assessed in a planned and specified method in a quantitative research strategy. The information is quantitative and amenable to numerical summaries (O'Sullivan, Rassel, & Berner, 2010). One hallmark of a quantitative methodology is its emphasis on hard numbers in both data collecting and analysis.

In order to attain the intended objectives of the study, the researcher employed quantitative research approach, for making the study as much accurate as possible. This would help the researcher to utilize a quantitative research method that is expected to help the researcher to effectively analyze and infer the numeric data to measure relationship between the variables (*i.e., dependent and independent*). Thus, the quantitative research approach was employed to analyze the quantitative data collected via a via a survey questionnaire that will be prepared in *Likert-type Scale* for this study.

3.2. Research Design

A research design, as defined by Kothari (2004), is the framework within which an investigation is carried out; it lays out the steps to be taken in gathering, analyzing, and reporting findings. Researchers may more easily achieve their goals while working inside a predetermined framework (Churchill & Lacobucci, 2002).

The researcher employed an explanatory and descriptive research strategy to complete this report. Using primary data collected on the basis of concepts defined in the research question, this study employs an explanatory research design in order to determine the nature and extent of the relationship between the independent and dependent variables, as well as to identify and explain the factors that contribute to the occurrence of conflict and the success of conflict management.

The data acquired from respondents through questionnaire is discussed, and the respondents' characteristics and the nature of the demography of the sample population are described using descriptive methods. Thus, a combination of explanatory and descriptive research methods is used (Sharma, 2019). Time periods within which the research was done have been established. In addition, the research seeks to collect generalizable data from a statistically-sound sample. Using predetermined questionnaires, researchers were able to conduct a cross-sectional analysis. In order to extrapolate from a small subset of the population to the whole, a survey is often conducted. It is also favored because of how quickly and cheaply it collects data.

The rationale behind using quantitative design is that data was collected at one point in time (during 2015 E.C). Similarly, the reason for using quantitative data is that the data that was collected from close-ended questions in the questionnaire are naturally quantifiable. Likewise, the rationale for mixing descriptive and explanatory approach is due to the fact that the study analysed the current state of information obtained from both quantitative and qualitative results descriptively. Descriptive research deals with describing the current condition and practices of the issues under the study and make. At the same time, attempts were made to explain the relationship between variables in the study.

3.3. Population and Sampling

3.3.1. Population of the Study

A population is a complete group of items (people or objects) who share some common characteristic defined by the researcher's sampling criteria. (Stewart, 2022a). The population of this study is 2512 total employees of the head quarter of Ethio Telecom in which 26 are managers.

3.1.1. Sampling Technique

The researcher applied simple random sampling technique to select the respondents for this study. The reason to use simple random sampling is that the population is homogenous. In this technique all sample units will get equal probability to be selected and there is a low risk for manipulation of data it creates an even distribution of members to form sample. (Siegel & Wagner, 2022). Another reason why simple random sampling is used is that it increases sample representativeness of the population and it gives an equal chance to employees while decreasing sampling error and bias. (Myers, 2020).

3.1.2. Sample Size Determination

In quantitative studies the aim is to estimate the prevalence of unknown parameter(s) from the target population using a random sample. So an adequate sample size is needed to estimate the population prevalence with a good precision (Pourhoseingholi, et al., 2013).

To calculate this adequate sample size there is a simple formula, however it needs some practical issues in selecting values for the assumptions required in the formula too and in some situations, the decision to select the appropriate values for these assumptions are not simple (Pourhoseingholi, et al., 2013). The following simple formula would be used for calculating the adequate sample size in prevalence study;

$$n = \frac{Z^2 * P(1 - P)}{d^2}$$

For a 95% confidence level and 5% precision, with d = desired level of precision (0.05), and p = the projected percent standard deviation of a characteristic in the population. P = 0.9 as a starting point (maximum variability). In addition, statistical tables including the area under the normal curve provide the value for Z. As a result, the value of Z at the 95% confidence level is 1.96. Therefore, the nominal sample size is

$$n = \frac{1.96^2 * 0.9(1 - 0.9)}{0.05^2}$$

$$n = 138.3$$

Hence, the total sample size is 138 employees were the respondents of the research.

3.2. Data Collection Tools

Questionnaire

A questionnaire is a set of questions or items intended to collect information about respondents' attitudes, experiences, or opinions. (Stewart, 2022b). Questionnaires can be used to collect both quantitative and qualitative data. (Burton et al., 2012). Close-ended questionnaires is used to collect quantitative data on objectives such as the impact of outsourcing on organizational performance.

3.2.1. Data Collection Methods

A survey can be carried out in a variety of ways. A questionnaire, on the other hand, is a frequent survey methodology (Cherrie et al., 2021). Despite the fact that getting primary data is getting more expensive and time-consuming, primary data is the most important when acquired using structured surveys. As a result, the major research method employed to collect data for this study is a questionnaire survey.

In this study, quantitative data is collected in questionnaire-based survey assessment using closed-ended questions. The data collection process has done online through email and in person. The questionnaire consisted of two main parts. The Five-Point Liker scale having the ratings of "strongly disagree" (1) and "strongly agree" (5) was used.

3.3. Reliability and Validity

Internal validity: Questionnaires were tested in a pilot study. A pilot study is the execution of a scaled-down version of a larger/main study to ascertain whether all of its components will function as intended (Doody & Doody, 2015). To guarantee the internal validity of the study, the researcher emailed 48 questionnaires to the chosen respondents for the pilot test. The inquiries were compared to a list of inquiries utilized in earlier studies of a similar nature. The question was changed and omitted based on the respondent's additional response. Selected coworkers and members of the organization's management were given a questionnaire to review and give their feedback on in order to further improve the instrument's accuracy.

The reliability of the research question items was presented in the following table.

Table 1 Reliability Test

Items	No. of Items	Cronbach's Alpha
Interdependence	5	0.774
Communications	5	0.859
Role Conflict	5	0.784
Personal Character	4	0.778
Interpersonal Conflict	5	0.798
Conflict Management	12	0.881

3.4. Data Analysis Method

Following the collection of all data via questionnaires, it refined and organized. The data collected through a questionnaire is recorded into an electronic file and coded in SPSS 25. For the broad

questions, descriptive analysis is utilized to give the results in a summary. The percentage, mean, and standard deviation is utilized to examine each respondent's response. To assess factors of conflict in Ethio Telecom headquarter inferential analysis such as correlation and regression is employed. Before the regression, analysis assumptions of classical linear regression is checked.

3.5. Ethical Consideration

Confidentiality - respondents are guaranteed that their responses would not be misconstrued and that they would remain confidential. The information they supply is kept private and is solely used for academic purposes.

Organizational approval: to visit the company, a written letter explaining the research idea was submitted, as well as a copy of the research proposal. Prior to carry out the study in Ethio Telecom headquarter, the researcher has received approval.

Informed consent: Cover letters explained the objective of the questionnaire t distributed to study participants with the questionnaire. In addition to stating the goal of the study, why it is being undertaken was explained to any concerned equerry.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

The study's findings were presented in this section along with data analysis, interpretation, and discussion. The process of data analysis and interpretation applied to information gleaned from primary data sources by handing out printed questionnaires to staff members at the Ethio Telecom Head Office. The researcher compiled the gathered data into a condensed collection of examined data by organizing, interpreting, and analyzing it using several methods, including frequency, percentage, mean, standard deviation, correlation, and regression.

4.1. Response Rate

The researcher intended to send 138 surveys to Ethio Telecom Head Office respondents. 132 questionnaires were returned with the necessary information for the thesis, but 6 were not returned for a variety of reasons. Six surveys were disregarded from the response because the data was not full. Therefore, with a 132 (95.6%) response rate in this survey, the findings were thought to be a good representation of the population's results.

4.2. Demographic Characteristics of Study Participants

The 70 males (53%) and 62 females (47%) in the following table demonstrate how much more men there are than women. As a result, it was anticipated that more men than women would take part in a study in the area. Due to these results, it was implied that data on the variables influencing organizational conflict were gathered from a sample that accurately represented the gender distribution of individuals at Ethio Telecom Head Office.

Ethio Telecom Head Office respondents in the age ranges of 20 to 30 are roughly 67 (50.8%), 31 to 40 are roughly 51 (38.6%), and those over 41 are roughly 14 (10.6%). This suggests that more youth energetic employees were able to learn about the factors that influence organizational conflict because their age made it more likely that they would do so.

Regarding the respondent's educational level, the diploma accounts for a share of 8 (6.1%), the degree accounts for a share of 72 (54.5%), and the Masters accounts for a share of 52 (39.4%). As a result, employees at the Ethio Telecom Head Office were better able to respond when asked

about the variables impacting organizational conflict. since it was assumed, they would comprehend the inquiries made of them. As a result, the data gathered was reliable.

Regarding the respondents' work experience, 38 (28.8%) had 5 to 10 years' experience, 58 (43.9%) had between 5- and 10-years' experience, and 36 (27.3%) had experience between 10 and 20 years. This demonstrates that the majority of respondents still had less experience.

Table 2 Demographic Characteristics of Study Participants

Items	Category	N	%
Gender	Male	70	53
	Female	62	47
Age	20 to 30	67	50.8
	31 to 40	51	38.6
	41 and above	14	10.6
Educational level	Diploma	8	6.1
	BA/BSc	72	54.5
	Masters	52	39.4
Experience	below 5 years	38	28.8
	5 to 10 years	58	43.9
	11 to 20 years	36	27.3

Source: Own Survey, 2022

4.3. Descriptive statistics of the Study Variables

The researcher uses itemized rating scale to construct a range. This range will be used to measure the perception level of the respondents towards each variable. The researcher uses the following formula to construct the range (Shrestha, 2015).

The analysis of this study was done using descriptive statistic or through using central tendency, from these the researcher used the mean scores of each variable. The main reason of using this measurement was to demonstrate the average responses of respondents for each question that was included under each dimension of the predictor variable and to reach the grand mean of each dimension. Finally, the interpretation is made through using the grand mean of each independent dimension for the aim of achieving partial research objectives of the study.

Itemized rating scale: $\dfrac{Max - Min}{5}$

$$= \dfrac{5 - 1}{5}$$

$$= 0.80$$

The mean of each individual item ranging from 1- 5 falls within the following interval:

Mean range   Responses option
1.00-1.80   Strongly disagree
1.81-2.60   Disagree
2.61-3.40   Neutral
3.41-4.20   Agree
4.21-5.00   Strongly agree

4.3.1. Employees' Perception on Interdependence

This section of the questionnaire tested the attitude and views about interdependence. A series of five statements were presented to respondents and respondents were asked to rate their level of agreement with each statement. Table 3 indicates the mean and standard deviation for each item.

According to the data illustrated below, respondents' opinion on provision of information about sharing information and cooperating well with another department properly with mean score of 3.1 indicating that a mediocre level of sharing information between departments as stated by the opinions of the respondents. Respondents also stated that department tasks are delegated effectively with mean score of 2.9 again the respondents are neutral about this issue. Respondents' attitude towards employees of your organization are generally support each other with mean score of 2.4 indicating majority of the respondents disagree with the statement which in turn indicates that employees in the organization does not support each other. Regarding on the issue, the mean score for "Accomplishment of your department goal require reliance on another department to perform their task and vice versa" was 3.5, suggesting that respondents are neutral on accomplishment of the department goal with reliance on another department to perform their task and vice versa. Regarding on the issue of "Teams are always on the same page to deadline approaches" the mean score was 2.5, suggesting that teams were not always on the same page to deadline approaches.

Table 3 Interdependence

		SD	D	N	A	SA	M	Std
Your department share information and cooperates well with another department properly.	n	8	32	41	46	5	3.1	1.0
	%	6.1	24.2	31.1	34.8	3.8		
In your department tasks are delegated effectively	n	5	48	41	33	5	2.9	1.0
	%	3.8	36.4	31.1	25	3.8		
Employees of your organization are generally support each other	n	37	40	33	8	14	2.4	1.3
	%	28	30.3	25	6.1	10.6		
Accomplishment of your department goal require reliance on another department to perform their task and vice versa	n	13	17	25	43	34	3.5	1.3
	%	9.8	12.9	18.9	32.6	25.8		

Teams are always on the same page to deadline approaches	n	26	45	40	17	4	2.5	1.0
	%	19.7	34.1	30.3	12.9	3		
Grand mean							2.88	0.46

Source: Own Survey, 2022

According to the aggregate mean of the finding i.e., 2.88 we can infer that majority of the respondents feel neutral about the interdependency factor. This finding does not go in hand with findings of both Somech (2008) and Langfred (2007) where they find out that interdependence had a negative and significant relationship with conflict level.

4.3.2. Employees' Perception on Communication Problem

This section of the questionnaire tested the communication prospective of employees. A series of five statements were presented to respondents and respondents were asked to rate their level of agreement with each statement. Table 4 indicates the mean and standard deviation for each item.

Table 4 Communication Problem

		SD	D	N	A	SA	M	Std
Employees in this organization do spend too much time on essentials discussion.	N	17	54	40	17	4	2.5	1.0
	%	12.9	40.9	30.3	12.9	3		
You are kept adequately informed about significant issues in the organization as a whole.	N	4	47	50	27	4	2.8	0.9
	%	3	35.6	37.9	20.5	3		
You are kept appropriately informed by the grapevine and other informal means.	N	9	33	24	52	14	3.2	1.1
	%	6.8	25	18.2	39.4	10.6		
Your department is kept adequately informed about significant issues in the organization as a whole.	N	5	47	41	31	8	2.9	1.0
	%	3.8	35.6	31.1	23.5	6.1		
You understand clearly how you can contribute to the general goals of the organization.	N	4	20	24	71	13	3.5	1.0
	%	3	15.2	18.2	53.8	9.8		
Grand mean							2.99	0.54

Source: Own Survey, 2022

From the above table, it is clear that discussions about important topics take up too much time within the organization. The average result was 2.5, this suggests that staff members at the Ethio Telecom Office feel neutral on wasting time on unimportant conversation. The other issue quested was that if the employees are kept sufficiently informed about important topics in the organization with regard to the problem mean score was 2.8. This implies employees are neutral on keeping sufficiently informed about important topics in the organization.

The mean of the issue "You are kept appropriately informed by the grapevine and other informal means" was 3.2 which means employees are somehow neutral on appropriately informed by the grapevine and other informal means. The mean of "Your department is kept adequately informed about significant issues in the organization as a whole" was 2.9. This implies that the departments are somehow kept adequately informed about significant issues in the organization as a whole.

The discussion above indicates that employees feel neutral about communication issues. It shows that employees of the Ethio Telecom Head Office received information from a colleague who did not provide the information requested and that improper communication as a result of communication barriers led to misunderstanding, which is a manifestation of conflict among employees.

4.3.3. Employees' Perception on Role Conflict

This section of the questionnaire tested the employees perception on role conflict. A series of five statements were presented to respondents and respondents were asked to rate their level of agreement with each statement. Table 5 indicates the mean and standard deviation for each item.

Table 5 Role Conflict

		SD	D	N	A	SA	M	Std
You have clear goals and objective for your job in your organization.	n		17	24	61	30	3.8	0.9
	%		12.9	18.2	46.2	22.7		
You know what your responsibilities are.	n			33	47	52	4.1	0.8
	%			25	35.6	39.4		
You know exactly what is expected of you.	n		26	16	42	48	3.8	1.1
	%		19.7	12.1	31.8	36.4		
You know what most people in the organization do.	n	38	38	26	18	12	2.5	1.3
	%	28.8	28.8	19.7	13.6	9.1		
You know your department's responsibility properly.	n	14	14	38	46	20	3.5	1.2
	%	10.6	10.6	28.8	34.8	15.2		
Grand mean							3.51	0.79

Source: Own Survey, 2022

According to the results of the above table, they have clear goals and objectives for their job in their organization. The staff of the Ethio Telecom Head Office agree with this issue, as evidenced by the mean score of 3.8 indicating agreeing level of perception. The organization's personnel were aware of their responsibilities, as seen by the mean score of 4.1 for knowing what your responsibilities are. Employees are content with these issues since you know exactly what is expected of you and that they know what to do; the outcome is a value of 3.8 which is agreeing

notion perceived by the employees. About "you know your department's responsibility properly" shows that the mean score was 3.5. This suggests that staff members at Ethio Telecom's headquarters are aware of their division's responsibilities.

The aforementioned data support Zaida Tol's (2009) hypothesis that the majority of employees agreed with all items (mean = 3.51), and that the mean level of all items is high. Employees at Ethio Telecom's Head Office will therefore be aware of and understand their roles.

4.3.4. Employees' Perception on Personal characteristics of Employees

This section of the questionnaire tested the benefits. A series of four statements were presented to respondents and respondents were asked to rate their level of agreement with each statement. Table 6 indicates the mean and standard deviation for each item.

Table 6 Personal characteristics of Employees

		SD	D	N	A	SA	M	Std
You feel valued by your colleagues in the department.	n	16	21	44	43	8	3.0	1.1
	%	12.1	15.9	33.3	32.6	6.1		
You valued in your colleagues in the organization as a whole.	n	9	21	21	59	22	3.5	1.1
	%	6.8	15.9	15.9	44.7	16.7		
You feel valued by your colleagues in the organization as a whole.	n	20	38	54	12	8	2.6	1.0
	%	15.2	28.8	40.9	9.1	6.1		
Your department respects another department.	n	14	8	62	40	8	3.2	1.0
	%	10.6	6.1	47	30.3	6.1		
Grand mean							3.1	0.9

Source: Own Survey, 2022

Concerning "you feel valued by your colleagues in the department", the mean score was 3.0 demonstrating that the respondents' comfort level with their department was a neutral level of agreement. The mean score for do you feel valued by your colleagues in the organization as a whole was 3.5, indicating that employees in the organization agree on this issue and respondents were somehow appropriately handled within the organization as a whole. The mean score was 2.6 for the statement "you valued your colleagues in the organization as a whole." This demonstrates that employees disagree with the fact that employees feeling valued by the organization this in turn indicates the organization does not regard the responders and that the mean level was quite low. The average score for "Your department respects another department" was 3.2. This suggests that departments did somehow respect one another and that the mean level was quite low.

According to the discussion above, employees' personal traits have a low mean value when it comes to their values (mean = 3.1). This shows that different types of people cannot be treated fairly in Ethio Telecom and that the majority of department members did not respect one another on a departmental level.

4.3.5. Employees' Perception on Interpersonal Conflict

This section of the questionnaire tested the perception of employees on interpersonal conflict. A series of five statements were presented to respondents and respondents were asked to rate their level of agreement with each statement. Table 7 indicates the mean and standard deviation for each item.

Table 7 Interpersonal Conflict

		SD	D	N	A	SA	M	Std
In your organization conflict always occurs between employee and employee	n	5	12	28	52	35	3.8	1.1
	%	3.8	9.1	21.2	39.4	26.5		
There is personal interference within in work position activities.	n	5	4	8	76	39	4.1	0.9
	%	3.8	3	6.1	57.6	29.5		
There is individual idea related conflict in the organization	n		8	34	66	24	3.8	0.8
	%		6.1	25.8	50	18.2		
There is individual conflict related on lack of incentive.	n	27	41	24	40		2.6	1.1
	%	20.5	31.1	18.2	30.3			
There is conflict between individual in your organization.	n	22	4	19	58	29	3.5	1.3
	%	16.7	3	14.4	43.9	22		
Grand mean							3.5	0.64

Source: Own Survey, 2022

According to the illustrated data regarding the perception of respondents agree towards there was employee conflict at the Ethio Telecom Head Office, which was agreed by most respondents with a mean score of 3.8. Respondents also agreed that there is personal interference within in work position activities with mean score of 4.1 showing that the personal interference in work-related activities was on the average at a highest level. Furthermore, respondents also noted that there is individual idea related conflict in the organization with mean score of 3.8, this demonstrates that there is disagreement caused by specific ideas. The mean score for "There is individual conflict connected to lack of incentive" was 2.6 indicating that respondents disagree with the statement. There is conflict between individual in your organization scored a mean of 3.5 which meant there were conflicts among individuals in Ethio Telecom head office. Interpersonal conflict items were found to be agreed up on.

4.3.6. Employees' Perception on Organizational Conflict Management Practices

This section of the questionnaire tested the attitude and views about organizational conflict management practices. A series of five statements were presented to respondents and respondents were asked to rate their level of agreement with each statement. Table 8 indicates the mean and standard deviation for each item.

Table 8 Organizational Conflict Management Practices

		SD	D	N	A	SA	M	Std
Manager of the organization tries to integrate their ideas with those of his/her subordinates to come up with a decision jointly.	n	17	47	38	26	4	2.6	1.0
	%	12.9	35.6	28.8	19.7	3		
Manager of the organization tries to work with his/her subordinates to strive for a complete and genuine resolution of a conflict rather than settling for a temporary agreement	n	39	51	20	22		2.2	1.0
	%	29.5	38.6	15.2	16.7			
Manager often go along with the suggestion of his/her subordinates.	n	20	60	44	8		2.3	0.8
	%	15.2	45.5	33.3	6.1			
At the end of conflict resolution Manager try to meet the expectations of his/her subordinates as well as his/hers own.	n	20	60	26	22	4	2.5	1.0
	%	15.2	45.5	19.7	16.7	3		
Manager use his/her authority to insist on the merits of his/her point of view and to make decision in his/her favour	n	9	24	9	68	22	3.5	1.2
	%	6.8	18.2	6.8	51.5	16.7		
When there is a disagreement, managers gather as much information as she/he can to keep the lines of communication open	n	51	47	12	14	8	2.1	1.2
	%	38.6	35.6	9.1	10.6	6.1		
Manager try to arrange for mutually acceptable time and setting when prepare to discuss a conflict	n	8	42	35	47		2.9	1.0
	%	6.1	31.8	26.5	35.6			
Managers prefer to compromise when solving problems.	n	22	47	21	28	14	2.7	1.3
	%	16.7	35.6	15.9	21.2	10.6		
Manager tries to find a middle course to resolve an impasse.	n	13	34	54	17	14	2.9	1.1
	%	9.8	25.8	40.9	12.9	10.6		
Manager try to negotiate and adopt "give and take" approach to problem situation.	n	8	40	48	13	23	3.0	1.2
	%	6.1	30.3	36.4	9.8	17.4		
Manager opening statement establish positive realistic expectation when discussing conflicts with subordinates	n	4	36	54	30	8	3.0	0.9
	%	3	27.3	40.9	22.7	6.1		
Grand mean							2.7	0.6

Source: Own Survey, 2022

The average score was 2.6 in the category "managers of the organization trying to integrate their ideas with those of their subordinates to come up with a joint decision," indicating that the low

level of mean and cooperation between the manager and employees of Ethio Telecom is insufficient to reach a Joint Decision to Manage the Conflict. This statement also indicates that the score was 2.2 for "Manager of the organization attempts to work with his/her subordinates to find a solution to a problem." This suggests that even though the mean level was extremely low, the majority of respondents were still not satisfied.

The median rating for this statement was 2.3 that managers routinely offer ideas to their subordinates. This shows that the mean level was extremely low and that there is a problem with it among the staff. The mean score was 2.5 for the statement, "Managers attempted to satisfy his/her subordinates as they expected," which suggests that the mean level was very low and the majority of employees disagree on this topic. The result for "Manager Uses authority to make decisions that are in his or her favor" was 3.5. This shows that the manager attempted to use his or her authority to make judgments at a medium level and that the mean score for the statement "When there is a disagreement, managers gather as much information as she/he can to keep the lines of communication open" was 2.1 which was too low.

The mean score for "Manager try to arrange for mutually acceptable time and setting when prepare to discuss a conflict" was 2.9. This demonstrates that the mean level was low and that Ethio Telecom staff are dissatisfied with this problem. The mean score for "Managers prefer to compromise when solving problems" was 2.7. According to this finding, the mean level was low and most respondents were not satisfied with this problem. The mean score for "Manager attempts to find a middle ground to break an impasse" was 2.9.According to this finding, the management cannot attempt to remedy the issue in the midst of the course because the mean level is so low. The mean score for "Manager try to negotiate and adopt "give and take" approach to problem situation" was 3.0, indicating that the manager was unable to employ the give-and-take technique due to the very low mean level. The majority of respondents' mean level of organizational conflict management strategies is low, and Ethio Telecom Office managers struggle to manage employees effectively and integrate with employees is bad to achieve organizational goals, according to ZaidaTol's 2009 analysis.

4.4. Correlation analysis

In this study Pearson's correlation coefficient was used to determine whether there is significant relationship between interdependence, communication, role conflict, personal characteristics,

individual conflict, with workplace conflict. Pearson's coefficient of correlation is the most widely used method of measuring the degree of relationship between the variables. This coefficient assumes there is linear relationship between the two variables; that the two variables are casually related (Kothari, 2004).

The following section presents the results of correlation on the relationship between independent variables and dependent variable. Table 9 indicates that the correlation coefficients for the relationships between independent variables (and its dependent variable are linear and positive ranging from moderate to strong correlation coefficients.

Table 9 Correlation Analysis

Correlations		Conflict Management
Interdependence	Pearson Correlation	.433[**]
	Sig. (2-tailed)	.000
	N	132
Communication	Pearson Correlation	.677[**]
	Sig. (2-tailed)	.000
	N	132
Role Conflict	Pearson Correlation	.851[**]
	Sig. (2-tailed)	.000
	N	132
Personal Character	Pearson Correlation	.832[**]
	Sig. (2-tailed)	.000
	N	132
Interpersonal Conflict	Pearson Correlation	.850
	Sig. (2-tailed)	.085
	N	132
**. Correlation is significant at the 0.01 level (2-tailed).		

Source: Survey Result 2022

The output obtained from the SPSS indicates that, interdependence has significance and positively associated with the dependent variable conflict management which have value (r=.433, p<0.01). Communication has significant and strong positive relationship with conflict management with the value of (r=0.677, p<0.01). Role conflict like other dimensions has significant positive relationship with conflict management having a value (r=0.851, P<0.01). Personal character has positive and significant relationship with conflict management which has a value of r=0.832, p<0.01). The SPSS result describes interpersonal conflict has significant positive relationship with conflict management the result shown a value of r=0.850, P<0.01).

In conclusion, the findings indicate that at Ethio Telecom, each of the five conflict has a direct and positive relationship to the amount of conflict management shown by employees (at the 0.01 level). According to Roberts (2005), personal character and conflict management all have a positive and significant influence on conflict management technique employed by the management. This is in line with what was found in other studies. Puwanenthiren (2011) came to very similar conclusions; he discovered that interpersonal and organizational conflicts both had a substantial influence on the level of conflict management. According to the findings of this research, variations in the way rewards are managed may have an effect on workers' levels of conflict management. When utilized in combination with one another, conflict management components have a positive influence on both conflict management and performance.

4.5. Multiple linear regression analysis

4.5.1. Assumptions Testing in Multiple Regression

The basic assumptions should be satisfied in order to maintain data validity and robustness of the regressed result of the research under the multiple regression models. Hence, this study has conducted the assumption tests such as, multi-Collinearity, outliners, homoscedasticity, linearity, and normality.

4.5.1.1. Sample size

Different authors tend to give different guidelines concerning the number of cases required for multiple regressions. Tabachnick and Fidell (2001) give a formula for calculating sample size requirements, taking into account the number of independent variables to use: $N > 50 + 8m$ (where n = number of independent variables). In this study three independent variables had existed and cases were 132. Therefore, the study satisfied sample size assumption.

4.5.1.2. Multi Collinearity

Multi Collinearity is checked using correlations between the variables in the model. Independent variables show at least some relationship with dependent variable (above 0.3 preferably). In this case all of the scales (independent variables) correlate substantially with Employee conflict management (r =.433, r = 0.677, r = 0.851, r = 0.832 and r = 0.850,) respectively. Collinearity diagnostics on the variables as part of the multiple regression procedure is done using Tolerance and Variance Inflation Factor (VIF). Tolerance is an indicator of how much of the variability of the specified independent is not explained by the other independent variables in the model. If this

value is very small (less than 0.10), it indicates that the multiple correlation with other variables is high, suggesting the possibility of multi-Collinearity (Pallant, 2010). Variance Inflation Factor (VIF) is just the inverse of the tolerance value (1 divided by tolerance). According to Pallant, (2010), VIF values above 10 would be a concern, indicating multi-Collinearity. The result shows that the tolerance value for each independent variable is (.706, .313, .352, .633 and .803) respectively. Therefore, multi-Collinearity assumption is not violated. This is also supported by the VIF value, which is 1.417, 3.197, 2.843, 1.579 and 1.246 which is well below the cut-off value of 10.

Table 10 Multicollinearity Test

	Tolerance	VIF
Interdependence	.706	1.417
Role conflict	.313	3.197
Personal character	.352	2.843
Communications	.633	1.579
interpersonal conflict	.803	1.246

Source: Survey Result 2022

4.5.1.3.   Normality and Linearity

One of the ways that these assumptions can be checked is by inspecting the residuals scatter plot and the normal probability plots of the regression standardized residuals that were requested as part of the analysis. These are presented in normal P-P Plots of regression standardized residuals graph. In normal probability plots the points will lie in reasonably straight diagonal line from bottom left to top right. This would suggest no major deviations from normality. The finding from normal P=P Plot reveals no violation of normality assumptions.
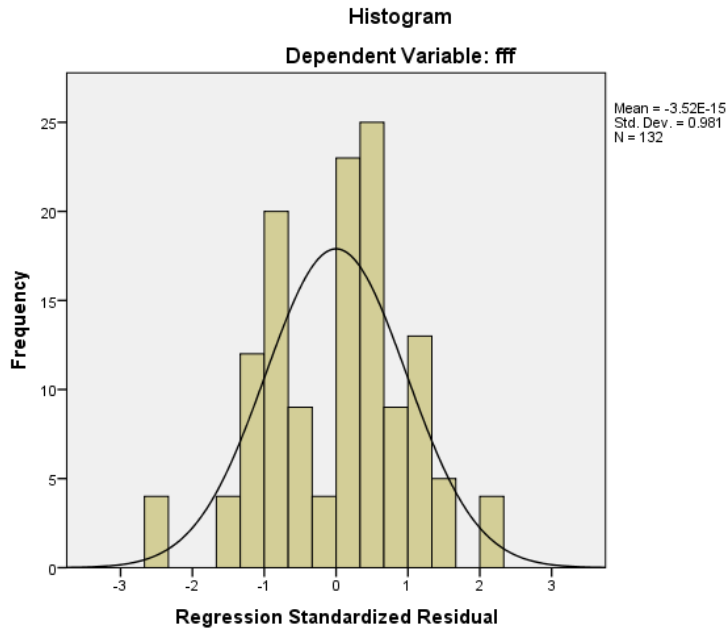
Figure 3 Histogram of Regression Standardized Residual
Source: Survey Result 2022

The study used both methods of assessing normality; graphically using Normal Probability Plot (P-P) graph and numerically using Skewness and Kurtosis. Figure 4, depicted that the scores are normally distributed.
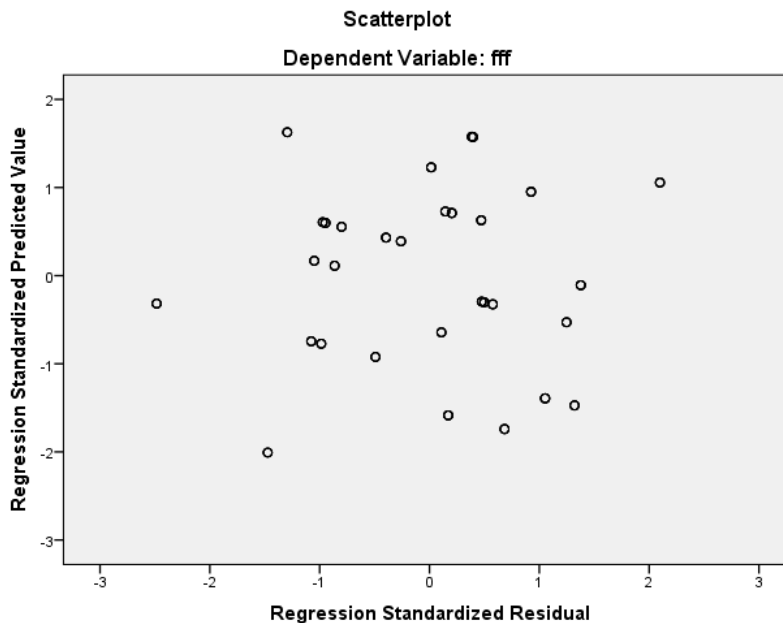

Figure 4 Linearity scatter plot of regression standardized residual
Source: Survey Result 2022

The Skewness value provides an indication of the symmetry of the distribution while kurtosis provides information about the sharpness of the peak of a frequency-distribution curve. For

variables with normal distribution the values of Skewness and kurtosis are zero, and any value other than zero indicated deviation from normality (Hair, 2010). According to Hair (2010), the most commonly acceptable value for (kurtosis/skewness) distribution is ±2.58. Therefore; as it can be seen in the following table, the kurtosis and skewness values of the variables fall within the range.

Table 11 Skewness and Kurtosis

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Interdependence	132	.227	.211	-.407	.419
Communications	132	-.173	.211	-1.083	.419
Role conflict	132	.074	.211	-.751	.419
Personal character	132	-.076	.211	-.606	.419
interpersonal conflict	132	-1.131	.211	.645	.419

Source: Survey Result 2022

4.5.2. Model Summary

Multiple regression analysis was employed to examine the influence of consultative selling (Communications, interpersonal conflict, Role conflict, Interdependence, Personal character) on respondents' Employee conflict management.

Table 12 Model Summary

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.958[a]	.918	.915	.13181
a. Predictors: (Constant), interdependence, communication, role conflict, personal characteristics, individual conflict				
b. Dependent Variable: Conflict Management				

Source: Survey Result 2022

The regression model presents how much of the variance in the measure of Employee conflict management is explained by the diversification elements. The predictor variables i.e., Communications, interpersonal conflict, Role conflict, Interdependence, Personal character 91.8% of adjusted R square which indicates 91.5% of Employee conflict management was explained by the variation of the five predictor variables.

4.5.3. Standardized coefficients

The significance levels for all independent variables are less than 0.05. This indicates that there is a strong positive and significant relationship between the independent variables (interdependence, Role conflict, personal character, communications and interpersonal conflict with employee

conflict management) and dependent variable (Employee conflict management). The standardized beta value for Employee conflict management is 0.577. This indicates that time has relatively strong degree of importance for customer overall satisfaction.

Table 13 Beta Coefficients

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.577	.132		-1.093	.277
Interdependence	.286	.030	.289	9.556	.000
Communications	.178	.027	.213	6.674	.000
Role Conflict	.227	.026	.395	8.693	.000
Personal Character	.186	.024	.326	7.598	.000
Interpersonal Conflict	.194	.020	.273	9.600	.000
a. Dependent Variable: Conflict Management					

Source: Survey Result 2022

$$CM = \alpha + \beta1\ (ID) + \beta2\ (CP) + \beta3\ (RC) + \beta4\ (PC) + \beta6\ (IC) + e$$

$$EC = 0.577 + 289ID + 213CP + 395RC + 326PC + 273IC + e$$

Where;

CM = Conflict Management

ID = Interdependence

CP = Communications

RC = Role Conflict

PC = Personal Character

IC = Interpersonal Conflict

In the above table 13 the regression model presents how much of the variance in workplace conflict is explained by the underlying factors. The predictor variables in this model have accounted for 91.5% of the variability. This means more than 91.5% of variations in workplace conflict in Ethio Telecom were explained by independent variables included in the model. However, the remaining 8.5% variation in workplace conflict in Ethio Telecom is not included in this model. The overall significance or acceptability of the model from a statistical perspective can be measured using the

significance value of F statistic (.0000), which is less than $p<0.05$, the model is significant. This indicates that the variation explained by the model is not due to probability and is valid.

The SPSS result on the above table, table 13, showed that the coefficient of interdependence is positive. According to the regression result beta is 0.289 and is significant (0.000). This result also confirms with previous researches by (Huang, 2010) and (Joycelyn L. Harrison, 1997) that interdependence to be influential in the workplace conflict. This finding implies that interdependence is one of the critical success factor for the workplace conflict in Ethio Telecom. Having an interdependence ensures success of conflict management by providing reliance of departments and workers.

The SPSS result on the above table, table 13, showed that the coefficient of communications is positive. According to the regression result beta is 0.213 and is significant (0.000). This result also confirms with previous researches by (Joycelyn L. Harrison, 1997) and (Emad Abu-Shanab, 2015) that communications to be an influential in the workplace conflict This result also confirms with previous researches by (Emad Abu-Shanab, 2015)that state Interdepartmental communication to be influential in the workplace conflict. This finding could imply that Interdepartmental communication is one of the critical success factor for the workplace conflict in Ethio Telecom. As a result all organization's stakeholders would be able to know what is expected from them and committed for it. This finding could imply that communications is one of the critical success factor for the successful conflict management in Ethio Telecom. Effective communications helps personnel that only focus on the coexistence and promotes organizational support. In addition effective communication is the best approach for upper management to assess the efficacy of communications across the company as a whole.

The SPSS result on the above table, table 13, showed that the coefficient of role conflict is positive. According to the regression result beta is 0.395 and is significant (0.000). This result also confirms with previous researches by (Emad Abu-Shanab, 2015), (Severin V. Grabski, 2011) and (AL-Sabaawi, 2015) that state role conflict to be one of the influential factor in the workplace conflict. This finding could imply that role conflict is the critical success factor for the successful conflict management in Ethio Telecom.

The SPSS result on the above table, table 13, showed that the coefficient of personal character is positive. According to the regression result beta is 0.326 and is significant (0.000). This result also

confirms with previous researches by (Aamir Ijaz, 2014), (Severin V. Grabski, 2011) that personal character to be influential in the workplace conflict. This finding could imply that personal character is one of the critical success factor for the workplace conflict in Ethio Telecom. Personal character of a person's personality are both static and dynamic, with predetermined parts and a hierarchical organization that respond in various ways to variations in their surroundings.

The SPSS result on the above table, table 13, showed that the coefficient of interpersonal conflict is positive. According to the regression result beta is 0.273 and is significant (0.000). This result also confirms with previous researches by (Joycelyn L. Harrison, 1997) that state C interpersonal conflict to be influential in the workplace conflict this finding could imply that interpersonal conflict is one of the critical success factor for the workplace conflict in Ethio Telecom. When one party perceives that another is frustrating a concern of his or hers or is likely to do so, that person enters a state of interpersonal conflict

Table 14 ANOVA

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.651	5	4.930	283.778	.000ᵇ
	Residual	2.189	126	.017		
	Total	26.840	131			

a. Dependent Variable: conflict management

b. Predictors: (Constant), interdependence, communication, role conflict, personal characteristics, individual conflict

Source: Survey Result 2022

(F) Value is (283.778) at 0.000 which states that there is statistically significant effect of variables on overall Employee conflict management

Hypothesis Testing

According to the research method, the Pearson Correlation Coefficient is used to test the hypotheses. There are five hypotheses that aim to see if there is relationship between the three independent variables of diversification (Interdependency, Individual conflict, Communication problem, Role conflict, and Personal characteristics) and workplace conflict. The Sig result of each hypothesis test is less than 0.05. The tests are summarized as follows:

Table 4.23: Hypothesis testing

Hypothesis	Result
H1: Interdependency has a significant and positive effect on workplace conflict.	*Not rejected* (the outcome of the coefficient of correlation supports the hypothesis: r =.658, p < .05).
H2: Communication problem has a significant and positive relationship on workplace conflict.	*Not rejected* (the outcome of the coefficient of correlation supports the hypothesis; r = .712 p < .05).
H3: Role conflict has a significant and positive relationship with workplace conflict.	*Not rejected* (the outcome of the coefficient of correlation do not supports the hypothesis; r = .719, p < 0.05).
H4: Personal characteristics has a significant and positive relationship with workplace conflict.	*Not rejected* (the outcome of the coefficient of correlation supports the hypothesis; r = .725, p < .05).
H5: Individual conflict has a significant and positive relationship with workplace conflict.	*Not rejected* (the outcome of the coefficient of correlation supports the hypothesis: r = .753, p < .05).

Source: *Survey Result*

As it is clearly indicated in Table 4.10, a moderate to strong and positive relationship was found between Interdependency and workplace conflict (r =.453, p < .05), Individual conflict and workplace conflict (r = .850, p < .05), Communication problem and workplace conflict (r = .677 p < .05) Role conflict and workplace conflict (r = .851, p < 0.05) and Personal characteristics and workplace conflict (r = .832, p < .05) which are statistically significant at 99% confidence level.

*First Hypothesis***:** According to the results of the Pearson correlation test, the research hypothesis is confirmed at person correlation coefficient of 0.433 and thus, there is relation between Interdependency and workplace conflict.

*Second hypothesis***:** According to the results of the Pearson correlation test, the research hypothesis is confirmed at person correlation coefficient of 0.677 and thus, there is relation between Communication problem and workplace conflict.

Third hypothesis: According to the results of the Pearson correlation test, the research hypothesis is confirmed at person Correlation coefficient of 0.851 and thus, there is relation between Role conflict and workplace conflict.

***Fourth hypothesis*:** According to the results of the Pearson correlation test, the research hypothesis is confirmed at person Correlation coefficient of 0.832 and thus, there is relation between Personal characteristics and workplace conflict.

Fifth hypothesis: According to the results of the Pearson correlation test, the research hypothesis is confirmed at person correlation coefficient of 0.850 and thus, there is relation between Individual conflict and workplace conflict.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1.   Summary of Major Findings

The data imply that the majority of respondents do not value the interdependence component, as seen by the mean score of 2.88. Because Somech (2008) and Langfred (2007) find that interdependence has a strong and negative relationship with conflict level, this result contradicts their study.

The workers' concerns regarding communication, according to the lecture, are utterly irrelevant to the problem at hand. It demonstrates that workers at the Ethio Telecom Head Office were given information by a colleague who did not offer the necessary information, and that poor communication as a result of language barriers led to misunderstanding, which is an indication of workplace conflict.

According to the poll findings, they are fully aware of the duties that are required of them at work each day. According to an average score of 3.8, the great majority of employees at Ethio Telecom's headquarters agree with this statement. Everyone on the team was aware of their respective roles within the company. As seen in the previous section, the mean level of all aspects is high, lending credence to Zaida Tol's (2009) claim that the vast majority of staff members agreed with all elements (mean = 3.51). As a result, every employee at Ethio Telecom's headquarters would have a strong grasp of their particular roles.

According to the study's results, the average value of personal qualities held by workers was rather low (mean = 3.1). This demonstrates a lack of respect among department employees, as well as the fact that people from diverse backgrounds are not treated equally at Ethio Telecom.

The fact that "There is disagreement amongst people in your organization" had an average score of 3.5 revealed that workers at Ethio Telecom's headquarters had issues with one another. On topics of interpersonal conflict, it was discovered that there was widespread agreement.

According to the results of a 2009 research done by Zaida Tol, the majority of respondents had a low mean level of organizational conflict management techniques, Ethio Telecom Office managers had difficulty effectively managing workers, and employee integration was poor.

According to the data, there is a positive relationship between workers' levels of conflict management and each of the five types of conflict that may emerge at Ethio Telecom (at the 0.01 level). According to Roberts (2005), the type of conflict management used by management is heavily influenced by the managers' personality and how they deal with situations. This is because the managers' personality influence how they deal with disagreement. Other studies done in a similar fashion have shown comparable results. Puwanenthiren (2011) reached a similar finding, discovering that both interpersonal and organizational conflicts had a significant impact on conflict management. His findings were reported the following year. According to the results of this study, the manner in which incentives are distributed may have an impact on employees' ability to cope with conflict. When used in tandem, the various parts of conflict resolution have a compounding effect that improves not just conflict resolution but also productivity.

The regression model shows how much of the observed variation in the Employee Conflict Management Index may be attributed to confounding variables. Communication, role conflict, interpersonal conflict, and reliance are examples of predictive factors. Personality and psychological make-up the adjusted R squared value was 91.8%, indicating that the five predictor factors accounted for 91.50% of the variance in employee conflict management. The adjusted R squared value contains this information.

A regression model was employed in the research to examine how much of the variation in successful conflict management may be attributed to controllable variables. The model's output is presented below. As of today, the model's predictor variables have successfully explained 91.5% of the observed variance. This suggests that the model's independent variables account for more than 91.5% of the variance in the factors influencing successful conflict management at Ethio Telecom. This approach, on the other hand, does not account for the additional 8.5% variance in Ethio Telecom's capacity to properly resolve conflicts. When the significance value of the F statistic (.0000) is less than the crucial value of p0.05, a model is said to have a high degree of statistical significance or acceptance. This suggests that the model is important. This shows that the model's explanation for observed variance is plausible and not the product of an accident or coincidence.

5.2.   Conclusions

In order to foster functional conflict, the study looked into the factors that influence conflict and how conflict management is currently practiced. All of the tool items the researcher created and the response from respondents indicated that conflict is handled poorly and that conflict management practices are not being followed. Therefore, the overall study revealed that there is a problem with departmental cooperation, employees do not support one another, employees waste time talking about unimportant things, all governing bodies are not adequately informed about pertinent issues, the majority of employees obtain information through informal networks, and each employee is unaware of their exact contribution to the organization, aside from role conflict, in all of the items that were created by the company.

The research also revealed a negative correlation between the dependent and independent variables, indicating that when the independent variables (predictor variables) increase, the dependent variables decrease. This implies that the opposite is also true when organizational conflict decreases and personal character about one's value, role conflict, communication issues, and interdependence scale up. The independent variable has a negative impact on the dependent variable, according to regression analysis. The data collected confirmed that the relationship between interpersonal conflict and organizational conflict was negatively connected, while role conflict and interdependence were classified as having a considerable beneficial impact on organizational conflict.

5.3.   Recommendations

Based on the finding and conclusion made above, the following possible recommendation are forwarded as being valuable to Ethio Telecom Head Office to address the issue of resolving the conflict that exists in the organization, based on the reality of this finding.

- Identifying the gap in department cooperation, Ethio Telecom should involve department heads in order to help them forge strong bonds to cooperate well with another departments, which in return facilitates effective experience sharing between departments. This also lays the groundwork for resolving conflicts that may arise between departments or even between individuals from the same department and another department.

- Recognizing the lack of employee support for one another, Ethio Telecom should develop employee-only discussions without including managers since it creates a space where workers are free to discuss their jobs honestly while also making new acquaintances.

- Department heads and managers should delegate tasks and deadlines for their subordinates effectively, which in return gives employees and departments more time and energy to do more important tasks which will help teams to be on the same page to deadline approaches in achieving the organization's goals.

- Identifying the gap in communication problem, as poor communication is prevalent source of conflict in Ethio Telecom Head Office it is prudent if managers appropriately address substantial issue regarding employees, departments and the organization as the whole. The organization should provide organizational chart that gives clear view of the organizational structure and communication channel. This will lead employees to use formal structure and the appropriate channel of communication for exchange of information in order to avoid misunderstandings and negative perceptions about each other.

- Recognizing role conflict, it is advisable if managers provide all workers with corporate induction and ensure they are aware of their role, responsibilities and what really expected from them within their immediate work team by giving a clear job description. Following any restructure, check with employees to ensure they understand any additional responsibilities or duties that are required of them and other employees by revising position descriptions and make manuals available to all to reflect new accountabilities.

- Concerning the disparity in individual value between peers, departments, and the organization as a whole, managers will be able to eliminate such a problem because the organization can only survive if and when each employee can be seen as a priceless asset. This kind of thought should be ingrained in each employee's mind as a fundamental principle of the organization. Managers manage employees more effectively when they are aware of their individual peculiarities.

- Identifying the gap in Individuals difference with respect to how in a hostile way pursue their units or their own best interest employees should understand each individual's difference and their uniqueness as an essential component of the organization to handle individual differences and manage properly as their difference.

- The management of Ethio Telecom Head Office should provide communication skill training to employees which will increase their ability to communicate effectively with a diverse range of individual.

- Therefore the type of people in organizations partially determines the existence of conflict between individual and groups in this matter managers of Ethio Telecom will be able to solve the problem.

- Relating to the gap of organizational management techniques, there is different opinion between managers and employees. Management should keep their employees motivated in order to increase productivity and by eliminating communication lag so that employees can easily communicate their concerns to management. Based on the findings of the research and a review of the literature, the researcher has developed conflict handling technique recommendation that are for Ethio Telecom Head Office which can also be applied in other organizations.

- To begin, managers should foster an open communication space where employees feel free to express their emotions and grievances if they feel hurt or violated in any wayby means of a positive realistic opening statement while discussing conflicts with subordinates and try to arrange mutually accepted time and setting because with may affect the discussion.

- Managers should integrate their ideas with subordinates and should consider their subordinates idea , gather as much information and keeps the line of communication open to come up to decisions jointly to avoid and minimize conflict. Management should also develop a set of rules and policies to ensure that any conflicts that arise within the organization are handled as soon as possible.

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APPENDICES

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

MASTER OF ARTS IN BUSINESS ADMINISTRATION

Appendix One: Questionnaire

Dear Respondent,

I am inviting you to participate in this research by completing the following survey. The aim of this questioner is to gather data on determinants of Workplace conflict: the case of Ethio Telecom Headquarter for the partial fulfilment of the requirement for the award of a MA in Project Management. Therefore, I kindly request your support to fill this questionnaire genuinely and I assure you that the data will be used solely for the intended academic purpose and will be kept strictly confidential.

By Danayt Teazazu

N.B: You don't have to write your name,

- Fill each parts of the questionnaire with honesty and attention,
- Choose your appropriate answer from the alternatives given

Part One: Demographic factors

Gender	Male	☐
	Female	☐
Age Group	<25	☐
	25-36	☐
	36-40	☐
	>40	☐
Academic Qualification	Diploma	☐
	BA/BSC	☐
	MA/MSC	☐
	PhD	☐
Experience at the organization	1-5	☐
	6-10	☐
	10+	☐

Part Two :

Please Put "X" on the alternative of your choice, the numbers below are identified with their respective equivalent meaning to ease the questionnaire for each respondent.

Interdependence

No	Item	1	2	3	4	5
1	Your department share information and cooperates well with another department properly.					
2	In your department tasks are delegated effectively					
3	Employees of your organization are generally support each other					
4	Accomplishment of your department goal require reliance on another department to perform their task and vice versa					
5	Teams are always on the same page to deadline approaches					

Communication problem

No	Item	1	2	3	4	5
1	Employees in this organization do spend too much time on essentials discussion.					
2	You are kept adequately informed about significant issues in the organization as a whole.					
3	You are kept appropriately informed by the grapevine and other informal means.					
4	Your department is kept adequately informed about significant issues in the organization as a whole.					
5	You understand clearly how you can contribute to the general goals of the organization.					

Role conflict

No	Item	1	2	3	4	5
1	You have clear goals and objective for your job in your organization.					
2	You know what your responsibilities are.					
3	You know exactly what is expected of you.					
4	You know what most people in the organization do.					
5	You know your department's responsibility properly.					

Personal characteristic of employees

No	Item	1	2	3	4	5
1	You feel valued by your colleagues in the department.					
2	You valued in your colleagues in the organization as a whole.					
3	You feel valued by your colleagues in the organization as a whole.					
4	Your department respects another department.					

Individual Conflict

No	Item	1	2	3	4	5
1	In your organization conflict always occurs between employee and employee					
2	There is personal interference within in work position activities.					
3	There is individual idea related conflict in the organization					
4	There is individual conflict related on lack of incentive.					
5	There is conflict between individual in your organization.					

Organizational conflict management techniques

No	Item	1	2	3	4	5
1	Manager of the organization tries to integrate their ideas with those of his/her subordinates to come up with a decision jointly.					
2	Manager of the organization tries to work with his/her subordinates to strive for a complete and genuine resolution of a conflict rather than settling for a temporary agreement					
3	Manager often go along with the suggestion of his/her subordinates.					
4	At the end of conflict resolution Manager try to meet the expectations of his/her subordinates as well as his/hers own.					
5	Manager use his/her authority to insist on the merits of his/her point of view and to make decision in his/her favour					
6	When there is a disagreement, managers gather as much information as she/he can to keep the lines of communication open					
7	Manager try to arrange for mutually acceptable time and setting when prepare to discuss a conflict					
8	Managers prefer to compromise when solving problems.					
9	Manager tries to find a middle course to resolve an impasse.					
10	Manager try to negotiate and adopt "give and take" approach to problem situation.					
11	Manager opening statement establish positive realistic expectation when discussing conflicts with subordinates					