

**Factors Causing Workplace Conflict and its Outcome on
Organizations: The Case of Wonji/Shoa Sugar Factory**

**A Research Study Submitted to the College of Business and
Economics in Partial Fulfillment of the Requirement for the
Award of Master Degree of Business Administration (MBA)**



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Declaration

I undersigned declare that this Research report is my original work and has not been presented for a degree in any other university, and all the materials used for this study have been duly acknowledged.

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Abstract

Conflict is an inevitable normal part of life that occurs when the things individuals care about appear incompatible. It may arise from a misunderstanding between co-workers or poor communication within a department. No matter the cause, you can deal effectively with conflict in the workplace. Nonetheless, the outcome of poorly managed conflict can take an enormous economic and emotional toll upon an organization and its members. The main objective of the study is to identify the different types, causes and outcomes of workplace conflict in Wonji Sugar Factory. The study employs explanatory research design to investigate the outcomes of workplace conflict on organizational performance. The primary data was collected using close ended questionnaire. The secondary data was collected using books, articles, journals and other published materials. This study involves 307 sample respondents. The questionnaires were distributed to the sample respondents of Wonji Sugar Factory, which are selected using stratified systematic sampling. The Data collected were analyzed using descriptive and inferential statistical tools such as factor analysis and hierarchical cluster analysis. The results obtained from the analysis shows that Interpersonal and Intergroup conflict are the major types of conflict in the organization. It also reveals that personal factor, communication factor and structural factor as the three major sources of conflict. From the three factors, personal factor is found to be the major source of conflict. With regard to outcomes of conflict, it shows that conflict has an impact on the employees' physical and mental well-being as well as on their social relationships. Finally, the researcher recommends that to minimize conflicts caused by these different factors, it will be better if the organization improves its activities regarding employees' relation with colleagues and management as well as improve the communication system and overall reward system.

Key words: *Interpersonal Conflict, Intergroup Conflict, Personal, Communication and Structural Factors*

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List of Acronyms

- **HVA:** HuidesVergeng Amsterdam
- **Km:** Kilo meter
- **KMO:** Kaiser Mayer Olkin
- **LPCD:** Land Preparation and Cultivation Department
- **PCA:** Principal Component Analysis
- **PPL:** Permanent Pies Lab Labor
- **SPSS:** Statistical Package for Social Science
- **WSSF:** WonjiShoaSugar Factory

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

Conflict occurs whenever disagreements exist in a social situation over issues of substance or whenever emotional antagonisms create friction between individuals or groups (Jhon et al., 2002: 127). Wherever there is social interaction between individuals or groups, conflict will often exist. Conflicts are inevitable part of organizational life due to the fact that the goals of different stakeholders such as managers and staffs are often incompatible (Jones, George and Hill, 2000). It is an unpleasant fact in any organization as long as people compete for jobs, resources, power, recognition and security. Conflict-free company has never existed and never will exist. Antagonisms, tensions, aggressions, stereotypes, negative attitudes and the frustrations of perceived conflicting needs will always be present wherever people are forced to live and work together (Pace, 1983: 59). According to Henery (2009: 17), organizational conflict can be regarded as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other. Thus, it emerges as an outcome of interdependencies and interactions between and among people.

Different scholars have defined the term conflict in different ways. But the most commonly used definition that all can agree up on is: Conflict is the situation in which one party perceives that its interests are being opposed or negatively affected by another party which is in the same group, in another group, in the same organization or in another organization (Mulatu, 2007: 1).

In present corporate environment conflict has become very common phenomenon (Kondalkar, 2007: 160). As stated by Nye (in Mayer and Boness 2010: 34), managing conflicts within organizations can be defined as the art of appropriate intervention to achieve conflict settlement. Team leaders and members can spend a considerable amount of time dealing with conflicts; sometimes they are directly involved and other times they act as mediators or neutral third parties to help resolve conflicts between other people (Jhon et al., 2002: 127).

Thomas and Schmidt (1976: 164), states that 'managers nowadays spent most of their time trying to find a way to solve conflict that arises in their organization'. Upon 30% of typical managers time is spent dealing with conflict(Thomas and Schmidt, 1976).

Obasan (2011: 44)believes that irrespective of the factors resulting conflict, it has been observed that industrial conflict produce considerable effect on organization and should be consciously managed as much as possible.

Conflict has both positive and negative outcome in the parties involved and in the organization in general. Robbins (1996: 504), argue that not all conflict is bad. Some conflicts support the goals of the group and improve its performance; these are functional, or constructive, forms of conflict. Additionally, there are conflicts that hinder group performances; these are dysfunctional, or destructive, forms of conflict. Almusdy(2007: 2) beleievs that,'Conflict has a negative outcome on the individual and the organization, unless properly managed'.

Specifically, organizational conflict can be the source of several benefits. It may improve the quality of organizational decision, it may bring out problems that previously have been ignored or avoided, motivate people to appreciate each other's positions more fully, encourage people to consider new ideas, thereby facilitating change. Conflict also has negative or dysfunctional output in the employees and the organization such as; decline in performance, physical and mental problems, effect on relationship among colleagues, increasing turnover and the like (Robbins, 1998: 505).

According toAbubaker and Mohamed (2005: 721), understanding organizational conflict and the role it plays in influencing employee behavior and work outcomes is now more important than it ever was. Because, conflict can easily occur in multinational or multicultural situations, basic differences in language, norms, personal styles, and other cultural characteristics hinder effective communication and set the stage for conflict.

The conflicts faced in organizations may be viewed as stemming from a variety of causes,including both peoples interaction with other people and with the organization itself. Conflict triggersinclude ambiguous jurisdictions (unclear job boundaries); competition for

scarce resources; status differentials; time pressures; personality clashes; unreasonable standards or rules; communication breakdowns; and unrealized expectations (Schermerhorn et al., 2010). Here are just a few of the most common sources of organizational conflict

Rahim (in Obasan, 2011: 44) stated that, conflict may be interpersonal or intergroup, with interpersonal conflicts occurring between a supervisor and his subordinate or between two individuals at the same level of the organizational hierarchy. Inter group conflicts often occur between two departments or between management and workers while attempting to implement the policies and program of the organization.

Therefore the main purpose of the study is to identify the type of conflict that frequently exist, to identify the major causes of conflict and their dysfunctional outcome in Wonji/Shoa Sugar Factory

1.2. Background of the Organization

WonjiShoa Sugar Factory (WSSF) is located in Eastern Shoa Zone of Oromiya region within the central rift valley of Ethiopia. It is 110Km South east of Addis Ababa within the general boundaries of 8° 31' N and 39° 12' E. Wonji/Shoa Sugar Factory (WSSF) is a public sugar manufacturing enterprise, represented by a general manager directly reporting to the Ethiopian sugar corporation. WSSF has 4674 employees each grouped under four categories; permanent, Permanent Pies Labor (PPL), seasonal, and contract.

The development of sugar industry in Ethiopia is connected to the establishment of Wonji /Sugar Factory which started production in March 1954 and produced 26,614 quintals of cane sugar during its first campaign period. As already stated, in March 1954 Wonji Factory was inaugurated and started producing Ethiopian's first bags of sugar. The initial capital of the company was Birr 17,617,000. According to an explanatory note prepared by the Ethiopian Sugar Corporation in August 1984 E.C the company had to do a lot of promotion work among the public before going into full scale production of sugar. After having secured encouraging public demand for sugar the company was able to increase its production every year to meet the growing demand.

Because of the auspicious move of the sugar industry in Ethiopia, which was based on the high yield of the land and the rising public demand for sugar, H.V.A international was motivated to further develop the industry by changing the private company to a share company. Accordingly the private company H.V.A. International was transformed to a share company and was named H.V.A. Ethiopia as of September 1, 1958. As a result, the capital of the company was raised to Birr 28,000,000 as of March 1, 1959 by selling 5,600 shares at Birr 100 each as per the decision of the share holders' special meeting held on December 2, 1958. According to the Ethiopian Trade and Economic Review of 1967 - 1968 out of the total capital of Birr 28,000,000 Birr 5,600,000 was owned by nearly 2000 Ethiopian share holders. (WSSF Annual report, 2004).

1.2.1. Mission, Vision and Values

Vision

To be one of the leading low cost producer in the sugar industry

Mission

WonjiShoa Sugar Factory as an agro industry striving to increase stakeholders' satisfaction through core business activities including:-

- Expanding and optimizing sugar cane plantations of own and out growers cane to meet its own requirement, creating income for the out growers, and sufficient employment opportunities in its plantations.
- Producing and marketing sugar and downstream products.
- Participating in the renewable energy sector through the integration of the national portfolio of cost efficient bio fuel and bio energy assets.

Values

Team work brings individual and organizational growth.

Objective of the Factory

According to the council of ministries regulation No.89/1992 the objectives of Wonji/Shoa sugar Factory are the following: -

1. To grow sugar cane & other sugar yielding plants
2. To process and produce sugar, sugar products and sugar by-products
3. To study, plan and implement various sugar development programs.
4. To carry on scientific, industrial and agricultural research and survey to enhance its program.
5. To possess and develop agricultural lands in the country when it is deemed develop fulfill its purposes.
6. To distribute and sell locally and export sugar and similar products including non-sugar products from its farm & factories.
7. To engage in other activities, conducive to the attainment of its purposes.

1.3. Statement of the Problem

The saying goes “No person is an island”.Some time or another, even loners must coordinate their efforts with others to get things done. Indeed, working together with others is a critical aspect of organizational life. However, this doesn't always occur, as smoothly as it should. There are, of course, times when peoples help each other, but there are also times when work against each other, or even go out of their way to purposely harm one another(School of Art and Management, 2008: 76-7)

In spite of the ability of top managements’ leadership or his or her management style, regardless of how well planned the organization structure is certain amount of conflict will exist in an organization.Conflict is a normal and natural part of any workplace.Anytime people work together, conflict is a part of doing business.

Unresolved conflict represents the largest deducible cost in many businesses, yet it remains largely unrecognized (Dana, 1999: 44). Lots of managerial time is consumed while dealing with conflict. According to Watson and Hoffman (1996: 84), 42% of a managers’ time is spent dealing with conflict in the workplace.

There are different causes of conflict identified by different researchers which affects the performance of organizations either positively or negatively. Constructive conflicts can be taken as valuable asset for an organization in general.It can be advantageous for an organization for better improvement of its activities; it can also be an opportunity to enhance creativity, teamwork and development. Nevertheless this doesn’t mean that conflict doesn’t have any negative outcome, indeed it has, but the problem is not that the conflict exists, the consequence came when the management fall to deal with it and when they become unable to resolve it.

Most of the times managers rush in providing resolution measures without knowing what the root cause for the conflict is. In order to resolve conflict, individuals or group resort to conflict management instruments without first determining what causes of conflict are, a key element in developing appropriate conflict resolution strategy (Havenga 2004: 88). Mayer (2008: 8) argue that if the causes of conflict are known and understood, a conflict map can be developed, which could guide conflict resolution process.Jordaan (in Tonder, Havenga and

Visagie, 2008: 374)states that, 'it is useful to note that the cause of conflict can be linked and collectively regarded as prerequisite for conflict management'.

This research identifies the causes and dysfunctional outcomes of workplace conflict on organizations, which is not yet deeply studied in Ethiopia even though the degree of conflict is increasing through time. Some researchers have conducted a study regarding conflict, for instance, Obasan (2011), has conducted a research on the impact of conflict management on corporate productivity: in the case of First Bank of Nigeria which emphasizes in identifying the main sources of conflict in the bank. Hotepo et al., (2010) has also conducted a study on the effect of conflict on organizational performance in some selected service areas in Lagos, Nigeria focusing on listing the major sources of conflict and its outcome on the selected service areas. Mulatu (2007) has undertaken a study on the assessment of conflict management practice in the case study of Admas University collage which shows the major sources as well as,employee's attitude towards conflict.

However, most of the researches emphasize on identifying the causes of conflict on organizations and employees attitude towards conflict. Apart from this most of the studies focus on service industries such as universities, banks, airlines and other service providers. Hence, the study tried to fill this gap by providing insight in both the causes of conflict and the dysfunctional outcome that exists on the organization. The other justification is that, this study provides basic information and special attention to the causes and outcomes of conflict in the manufacturing industry. Having the constraints and gaps in mind, this study has showed the causes, types, and outcomes of workplace conflict in Wonji/Shoa sugar factory.

1.3.1. Research Questions

Therefore this study has investigated the types, causes and dysfunctional output of workplace conflict on Wonji/Shoa Sugar Factory by raising the following research questions:

1. Which types of conflict frequently arises in WonjiShoa Sugar Factory?
2. What are the causes of conflict that arise in WonjiShoa Sugar Factory?
3. What are the major outcomes of conflict in WonjiShoa Sugar Factory?
4. What are the structures and coherence of dysfunctional outcomes of conflict?

1.4. Objectives of the Study

The general objective of this study is to identify the types, causes and outcomes of workplace conflict on organizations performance.

This study also has the following specific objectives to attain:

- Examine the types of conflict which are common in the organization.
- Identifying the major causes of conflict in the organization.
- Examining the outcomes of the conflicts confronted by the organization.
- Assess the structure and coherence of the outcomes of conflict

1.5. Scope of the Study

The study was conducted in Wonji Sugar Factory to overcome the existing problem regarding workplace conflict. The study basically has focused on investigating the causes and outcomes of conflict that adversely affect (dysfunctional conflicts) the performance of the organization. Other related areas of conflict such as, the resolution of conflicts, the trade union conflicts and conflict management models are beyond the scope of this study

1.6. Significance of the Study

This study is intended to provide the following significances:

Understanding causes of conflict in any organization can enable the management and employees to improve their performance in order to reach their organizational objectives. The study provides information to the management of the organization regarding the major causes that exist in the organization which will lead to dysfunctional output.

It also provides the major outputs that a dysfunctional conflict creates towards the performance of the organization and has provided basic recommendations which will help the organization to look into its mistakes and make improvement on its performance regarding conflict and its outcomes.

This study helps to form the foundation for the formulation of professional programs or designations regarding conflict and its outcome such as, core teachings, skills and research in this field. It also opens the door for more empirical studies regarding conflict. It also provides an insight that serves as a reference for other researchers who intend on undertaking an in-depth study on this area or other related areas.

1.7. Limitation of the study

The study was conducted to investigate the causes and outcomes of conflict in Wonji/Shoa sugar factory, as a result of this; the study is limited to generalize about the situation for all types of organizations. Since most of the employees of the organization are machine operators and agricultural field workers, the researcher was unable to undertake an interview. Therefore the research is limited to carry out interview as a data collection technique. The research is also limited to incorporate the third shift (4:00 P.M.-12:00 A.M) workers of the organization this is due to, the organization do not allow all individuals other than employees to stay in the organization's premises after 12:00 P.M local time. This has limited the researcher to investigate causes of conflicts that arise while working in the night shift.

The study was also limited by the lack of researches conducted on this topic, especially in the county's context in which this study is undertaken. Lack of sufficient finance and time is the last limitation of the study.

1.8. Organization of the Study

This research report has five major chapters. The first chapter is an introductory chapter which consists of Back ground of the study, Back ground of the organization, Statement of the problem, Objectives of the study, Significance of the study, Scope of the study, Limitation of the study, and Organization of the study. The second chapter reviews literature that is related to this study. The third chapter incorporates the methodology of the study which deals about what methods and materials were used. The Analysis, presentation and summary of the data collected from respondents constitutes the fourth chapter. The last chapter

incorporates conclusion and recommendation. Other supplementary parts of the research are available after the fifth chapters.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1. Theoretical Literature

A lot has been said regarding conflict by different scholars in different times. According to Pink (1963: 413-414), there has been no shortage of definitions of conflict. Despite the differing meanings the term has acquired, several common themes underlie most definitions. Additional commonalities in the definitions are opposition or incompatibility and some form of interaction. These factors set the conditions that determine the beginning point of the conflict process.

Robbins (1996:505) defines conflict, as ‘a process that begins when one party perceives that another party has negatively affect, or is about to negatively affect something that the first party cares’. According to Jhon et al. (2002: 127), ‘conflict occurs whenever disagreements exist in a social situation over issues of substance or whenever emotional antagonisms create frictions between individuals or groups’.

Conflict is also defined by Rashid & Archer (1985: 177) as, ‘The pursuit by two different persons of goals that are incompatible so that gains by one person must inevitably come about at the expense of the other’. Conflict must be perceived by the parties to it; whether or not conflict exists is a perception issue. If no one is aware of conflict, then it’s generally agreed no conflict exists. (Robbins, 1996: 504)

According to Jeffrey et al. (1994: 7), it is defined as a ‘perceived divergence of interest, or a belief that the parties' current aspirations cannot be achieved simultaneously’. Disputes, on the other hand, are manifest disagreements, often following legal or quasi-legal or otherwise confrontational procedures (such as complaints, charges, grievances, and lawsuits). Conflict embraces all the differences between persons, whether or not they become disputes.

This definition is deliberately broad. It describes that point in any ongoing activity when an interaction “crosses over” to become conflict. It includes the wide range of conflicts that people experience in groups and organizations such as; incompatibility of goals, differences

over interpretations of facts, disagreements based on behavioral expectations, and the like (Robbins, 1996: 505).

2.1.1. Views of Conflict

It is entirely appropriate to say that there has been "conflict" over the role of work in groups and organizations (School of Art and Management, 2008: 77). The different schools of thought or approaches to conflict have been presented in the following. However, it can be possible to briefly compare and contrast them. Thus, One school of thought has argued that conflict must be avoided, that it indicates a malfunctioning within the group. This is called the traditional view. Another school of thought, the human relations view, argues that conflict is a natural and inevitable outcome in any group and that it need not be evil, but rather has the potential to be a positive force in determining group performance. The third, and most recent, perspective proposes; not only that conflict can be a positive force in a group but explicitly argues that some conflict is absolutely necessary for a group to perform effectively, this third school is labeled as the interactionist approach.

2.1.1.1. The Traditional View

The traditional view was consistent with the attitudes that prevailed about group behavior in the 1930s and 1940s. Conflict was seen as a dysfunctional outcome resulting from poor communication, a lack of openness and trust between people, and the failure of managers to be responsive to the needs and aspirations of their employees (Robbins, 1996: 506).

The early approach to conflict assumed that all conflict was bad. Conflict was viewed negatively, and it was used synonymously with such terms as violence, destruction, and irrationality to reinforce its negative connotation. They believe that conflict, by definition, was harmful and was to be avoided. Conflict is dysfunctional, destructive and irrational usually caused by poor communication, a lack of trust, or a failure to be responsible to the needs of others. Mullins (2002: 813) claims that Peter Drucker, the renowned Austrian management theorist, was a leading proponent of this view, which holds that 'conflict is seen

as a dysfunction outcome and can be explained, for example, by poor communications, personality clashes or the work of agitators’.

The traditional view of conflict, as a problematic condition always requiring reduction or elimination and whose conditions or outcomes can be predicted, is incompatible with a complex adaptive systems view of organizations.

Conflict is frequently viewed as a problematic condition usually between two people or groups that needs to be reduced, eliminated, or overcome (Rahim, 2002: 210), so that organizational stability is not threatened (Pondy, 1967: 301)

The view that all conflict is bad certainly offers a simple approach to looking at the behavior of people who create conflict. Since all conflict is to be avoided, we need merely direct our attention to the causes of conflict and correct these malfunctioning in order to improve group and organizational performance. Although research studies now provide strong evidence to dispute that this approach to conflict reduction results in high group performance, many of us still evaluate conflict situations utilizing this outmoded standard (Schermerhorn et al., 2010: 233).

2.1.1.2. The Human Relations View

Since the late 1970s, a new perspective has emerged which is the human relations (Ducker, 2007: 1). The human relation argued that conflict was a natural occurrence in all groups and organizations (Robbins, 1996: 506). This perspective is, more properly, an interdisciplinary series of views which oppose the traditional one (Ducker, 2007: 1).

Since conflict was inevitable, the human relations school advocated acceptance of conflict. Proponents rationalized its existence: It cannot be eliminated, and there are even times when conflict may benefit a group's performance. The human relations view dominated conflict theory from the late 1940s through the mid-1970s (Robbins, 1996: 506). Ducker (2007: 1) argues that conflict is either neutral (rather than intrinsically bad) or can be manipulated to be either good or bad. According to this reasoning, “conflict in itself is neither good nor bad, right nor wrong, it is the way we react to conflict” that is the issue (Palmer 1990: 6).

2.1.1.3. The Interactionist View

While the human relations approach accepted conflict, the interactionist approach encourages conflict on the grounds that a harmonious, peaceful, tranquil, and cooperative group is prone to becoming static, apathetic, and nonresponsive for change and innovation. The major contribution of the interactionist approach, therefore, is encouraging group leaders to maintain an ongoing minimum level of conflict enough to keep the group viable, self-critical, and creative (Robbins, 1996: 506). Under this new view, some go further to argue that conflict performs a positive function, for example Avis (1992: 120) claim that conflict is 'not only inescapable, but indispensable' and Townsend (in Mullins 2002: 814) argues that 'conflict is the sign of a healthy, not dysfunctional in organizations'.

According to Robbins (1996: 506) to know whether a conflict is good or bad depends on the type of conflict. Specifically, it's necessary to differentiate between functional and dysfunctional conflicts.

2.1.2. Functional and Dysfunctional Conflict

Conflict in organizations can be upsetting both to the individuals directly involved and to others affected by its occurrence (Jhon et al., 2002: 128). There are two kinds of conflict. The first is functional which are constructive by nature that supports the goal of the group and improves its performance. According to Jhon et al. (2002: 128), functional conflict results in positive benefit to the group. The other is dysfunctional or distractive conflict that minimizes or hinders group performance. It works to the individuals, groups, or organization's disadvantage. It diverts energies, hurts group cohesion, promotes interpersonal hostilities, and overall creates a negative environment for workers (Jhon et al., 2002: 129).

Robbins (1996: 507) argues that conflict can be valuable for the group. The demarcation between functional and dysfunctional is neither clear nor precise. He believes that no one level of conflict can be adopted acceptable or unacceptable under all conditions. The type and level of conflict that create healthy and positive involvement towards one group's goal today may, in another group or in the same group at another time, be highly dysfunctional.

2.1.2.1.Functional Conflict

When conflict is functional, it is generally task oriented and focused on judgmental differences about how best to achieve common objectives Brehmer; Cosier& Rose; Jehn; Priem& Price; Riecken; Torrance (in Amason, 1996: 129). This type of conflict is called cognitive conflict (Amason&Schweiger, 1994: 342). Cognitive conflict is inevitable in top management teams because ‘different positions see different environments’ (Mitroff, 1982: 375). However functional conflict should not adversely affect group goal and performance rather it should enhance group commitment and understanding.

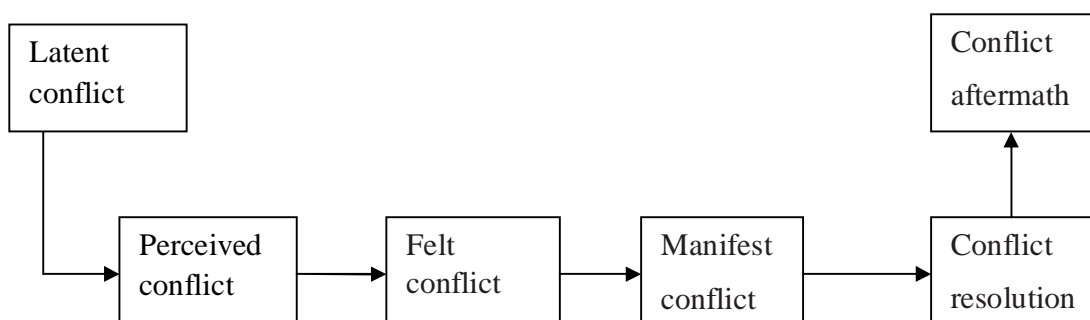
2.1.2.2.Dysfunctional Conflict

When conflict is dysfunctional, it tends to be emotional and focused on personal incompatibilities or disputes Brehmer; Cosier& Rose; Jehn; Priem& Price; Riecken; Torrance(in Amason, 1996: 129). This type of conflict is called affective conflict (Amason&Schweiger, 1994: 247). Affective conflict seems to emerge in top management team when cognitive disagreement is perceived as personal criticism (Amason 1996: 123-148). Brehmer (1976: 986) argues that such misinterpretation can cause “purely cognitive disagreement to turn into full-scale emotional conflict”. It is likely that the criticism and debate necessary for cognitive conflict could be interpreted as political gamesmanship, where one team member tries to gain influence at the expense of another(Finkelstein, 1992: 517).

2.1.3. Conflict Process

Conflict follows a series of steps until it is visible to the parties involved and others around it. Pondy (in Kondalkar, 2007:167) developed a conflict process model, which is useful to understand how a conflict starts. He has delineated five steps that he calls as 'conflict episode'. These are latent conflict, perceived conflict, felt conflict, manifest conflict, conflict resolution and conflict aftermath. The process is explained in Figure 2.1 below.

Figure 2.1: Episode of conflict



A. Latent Conflict

It is a first stage of conflict when conflict-promoting situations appear on the scene between individuals and groups. Jhon et al., (2002: 130) called it conflict antecedents. In this stage potential conflict inducing forces exist. According to Schermerhorn et al., (2010: 236), in this stage it establishes the conditions from which conflicts are likely to develop. For example demand for various resources by departments when some may get and be satisfied and others may not get and be dissatisfied. Hence there may exist a situation between two groups. At this stage the seed of dissatisfaction has been sown.

B. Perceived Conflict

This is the second stage of conflict. It starts when one party frustrates the desire of the other party, people perceive that a conflictual conditions exist. When the antecedent conditions become the basis for substantive or emotional differences between people or groups, the stage of perceived conflict exists (Schermerhorn et al., 2010: 236). For example sales manager may need additional budget for promotional activities which financial manager may not release.

The sales manager may attribute lack of finance as potential cause for fall in sales. Thus a conflict between the two may brew. At this stage the conflict does not surface.

C. Felt Conflict

At this stage, the conflict is actually felt and cognized. As Jhon et al., (2002: 130), when conflict is felt, it is experienced as tension that motivates the person to take action to reduce feelings of discomfort. As stated earlier, the funds are not released by the finance manager and the problem is being surfaced and there is a likelihood of confrontation.

D. Manifest Conflict

In this stage, there is not only recognition or acknowledgement of conflict but also manifestation of conflict by covert or overt behavior. It is a stage of open dispute. Jhon et al., (2002: 130), define it as manifest conflict is when conflict is expressed openly in behavior, it is said to be manifest. He also states that a state of manifest conflict may be resolved by removing or correcting its antecedents. Both parties devise their strategies to face each other. In the above example sales manager may make his point for additional funds for promotional activities especially during festive season. Finance manager may openly turn down the request since he might have allotted additional funds for procurement of better raw material for production department. Sales manager may argue that better raw material has no meaning unless the facts are brought to the notice of customers, which can only be done through promotional campaign. The debate may be unending and frustrating.

E. Conflict Aftermath

Once the conflict is resolved between the two parties, there is always a party, which is loser because the resolution is the outcome of win – lose or the compromise strategy, a stage is set for subsequent conflict episodes. A party, which feels defeated, may start preparations and be on the lookout for the assault to take the revenge. Conflict resolution has been added as an additional box in the figure to elucidate that conflict aftermath is a direct function of the results of the conflict resolution style adopted and exercised in any given situation, Pondy (in Kondalkar, 2007: 168) .Thus, any manager should be sensitive to the influence of conflict aftermath on future conflict episodes (Jhon et al., 2002: 130).

2.1.4. Sources (causes) of Conflict

Different scholars mention different sources that will lead to conflict. According to Jones & George (in Obasan, 2011: 45), there are many sources of organizational conflicts categories with each category having its unique characteristics.

Figure 2.2: Causes of conflict



According to Robbins (1996: 508), sources of conflict are categorized in three major divisions the first one is a personal factor, the second is structural factors and the last one is communicational factors. Nelson and Quick (2001: 425-428) categorizes source of conflict as personal factor, those that develop from within the organization and originates from the manner in which work is organized, and secondly personal factors, which emerges as a result of individual differences among employees. Communicational factors can also be considered as a potential cause for a conflict even though much attention is not given to this factor. (Ritzer 1972: 53; Robbins 1998: 247; Vecchio 2000: 177) argue that communication is infrequently considered as a source of conflict.

In general, these authors suggest that causes of conflict can be classified under 3 main categories these are, structural factors, personal factors and communicational factors.

2.1.4.1. Structural Factors

The very nature of organizations as hierarchical systems provides a basis for conflict as individuals and teams work within the authority structure (Schermerhorn et al., 2010: 237). Vertical conflict occurs between levels and commonly involves supervisor, subordinate and team leader. Team member disagreements over resources, goals, or performance results and reward system. Horizontal conflict occurs between persons or groups working at the same hierarchical level. These disputes commonly involve goal incompatibilities, resource scarcities, or purely interpersonal factors. And, line–staff conflict involves disagreements between line and staff personnel over who has authority and control over decisions on matters such as budgets, technology, and human resource practices (Schermerhorn et al., 2010: 238; Nelson and Quick, 2001: 427).

2.1.4.2. Personal Factors

Personal factors are also among one of the potential source of conflict. They include each person's individual value system and the personality characteristics that account for individual idiosyncrasies and differences. Certain personality type, for example, individuals who are highly authoritarian and dogmatic, and who demonstrate low self esteem lead to potential conflict. Most important, and probably the most overlooked variable in the study of social conflict, is differing value system. Value difference for example, are the best explanation of such diverse issue as prejudice, disagreements over one's contribution to the group and the reward one deserves. (Robbins, 1998: 509). As Azamosa (2004: 13), observed conflict involves the total range of behavior and attitudes that is in opposition between owners/managers and working.

In a professional workplace setting, bad attitude can affect everyone and cause conflict among employees (Brehmer, 1976: 988). Business owners looking for ways to improve worker productivity can start by evaluating the attitude their employees bring to the job each day. A positive or negative attitude affects how workers approach their jobs, and attitudes can have a ripple effect on those around them. In some cases attitude problems are able to be ignored by

the majority of employees and a productive employee with a slight attitude problem is not a distraction (Mayer and Boness, 2010: 37). A manager needs to learn how to identify escalating attitude problems in the workplace to prevent them from becoming a distraction (Roseman, Wiest and Swartz, 1994: 209).

Over the past ten years, increasing attention has been given to how workers express emotion in a variety of work settings (Sutton, 1991: 249-50; Wharton and Erickson, 1993: 485). Middleton (1989: 188) has defined the conflict between emotions genuinely felt and emotion to be displayed in organization as "emotional dissonance". Workers may experience emotional dissonance when the emotions required by the organization clashes with their inner or real feelings. Sutton (1991: 250) believes that to individuals who are highly emotional are more likely to enter in to conflict.

2.1.4.3. Communication Factor

Communication can be source of conflict. It represents those opposing forces that arise from semantic differences, misunderstanding and noise in the communication channel. One of the myths that most carry around is that poor communication is the reason for conflict: "if we could just communicate with each other, we could eliminate our differences." Such a conclusion is not unreasonable, given the amount of time each of us spends communicating. Lenore and Arthur (1977: 541) found that communication skills play an important role in determining a happy relationship among individuals. But, of course, poor communication is certainly not the source of all conflicts, although the problem in the communication process acts to retard collaboration and stimulates misunderstanding.

Semantic difference, insufficient exchange of information and noise in the communication channel are all barriers to communication and potential antecedent conditions to conflict (Robbins, 1998: 509-10). Specially, semantic differences arises as a result of difference in training, selective perception and inadequate information about others. Conflict can arise when having to little or too much communication. An increase in communication is functional up to a point, whereupon it is possible to over communication, with a resultant

increase in the potential for conflict. So, too much information as well as too little can lay the foundation for conflict(Robbins, 1998: 510)(Nelson and Quick, 2001: 430).

Further, the channel chosen for communicating can have an influence on stimulating opposition. The filtering process that occurs as information is passed between members and the divergence of communications from formal or previously established channels offer potential opportunities for conflict to arise(Robbins, 1998: 510).

2.1.5. Types of Conflict

As man developed himself into a hunting society, there are proofs of feuds among tribes for cattle, precious stones and women. Feuds also existed within the tribe, between clans. Over several thousand years man evolved into agrarian society where the feuds took place for land and water. In Indian epics there are several instances quoted of having conflict especially in Ramayana and Mahabharatha. In modern industrial society, in organizations we come across several kinds of conflicts sprouting out of number of sources (School of Art and Management, 2008: 75).

There are different types of conflict based on the parties involved in it. The following classification is the commonly accepted ones.

2.1.5.1. Intrapersonal Conflict

At one time or another, every employee experiences conflict within himself or herself. A person may have conflicting goals. He or she may lack the required ability for a particular job. His or her path may be blocked by other people, lack of facilities, rules and regulations, etc. Regardless of the source, these conflicts can cause a person frustrations, tension and anxiety. There is in fact no such thing as “the perfect job” there is no job which provides total satisfaction. All jobs entail some degree of stress and in fact, some tension may be considered desirable. However, if the tension, anxiety and frustration are too great, serious personal harm may follow.

According to Jhon et al. (2002: 128), intrapersonal conflict occurs within the individual because of actual or perceived pressures from incompatible goals or expectations.

2.1.5.2. Interpersonal Conflict

The second basic type of conflict that we consider is that which occurs between one individual and another or between an individual and the group to which he or she belongs. Jhon et al., (2002:128), argues that, interpersonal conflict occurs between two or more individuals who are in opposition to one another. Most employees are concerned about their position, status, power, etc., within the organization and resent any encroachment of them. Also, they are often competing with each other for recognition, approval, and promotion. Quite often, interpersonal conflicts are also interdepartmental for example, between a manager of one department and a manager of another, or between one department and another. Many people find interpersonal conflict stimulating and challenging. But not all do, particularly the losers. Sometimes, to promote his or her own interests, or through foolishness, an individual will break the norms of the group to which he or she belongs. For example, a person may work too hard, ignore a strike call, or informal on a colleague. This will invite hostility and retaliation from the rest of the group and so interpersonal conflict comes into existence.

Research findings indicate that the anxiety produced by interpersonal animosity may inhibit cognitive functioning (Roseman et al., 1994: 215) and also distract team members from the task, causing them to work less effectively and produce suboptimal products (Wilson et al., 1986: 311)

2.1.5.3. Intergroup Conflict

Intergroup conflict exists when one group attempts to achieve its goals at the expense of the goal attainment of another group in the organization. Thus, conflict is the opposite of the desired cooperation and coordination between groups in an organization. Unfortunately, it is all too common. To complete the definition of conflict, managers need to recognize that intergroup conflict is a cyclical process involving four repeated steps: frustration, conceptualization, behavior, and outcome.

2.1.5.4. Intra group Conflict

Intra group conflict is a type of conflict which is created between parties within a given group. This type of conflict happens because of various reasons pertaining to personal, group or organization as a whole.

2.1.5.5. Intra organizational Conflict

This is a type of conflict which happens between several parties within an organization. Intra-individual, inter personal and inter group conflicts are all inherent in intra organizational conflict.

It is not uncommon to see several parties and departments which fight over limited resources, conduct an interdependent work, communicate several times over the works for which they are responsible together...etc. All these can be cited as potential sources of this type of conflict. (Kondalkar, 2007: 169; Robbins, 1998: 512)

2.1.5.6. Inter organizational Conflict

Several organizations encountered conflicts between themselves because of different reasons. This type of conflict is called inter organizational conflict.

2.1.6. Cross cultural Conflict

Doing business with people from different cultures is commonplace in our global company where cross-border mergers, joint ventures, and alliances are the order of the day. Because of differing assumptions about how to think and act, the potential for cross cultural conflict is both immediate and huge. Success and failure, when conducting business across cultures, often hinges on avoiding and minimizing actual or perceived conflict. Awareness of the cross cultural differences (individualism/collectivism, perceptions of time, interpersonal space, language, religion and Universalists (rules) particularists/ relationships.) is an important first step. Beyond that, the cross cultural conflict can be moderated by using international consultants and building cross cultural relationships (Mulatu 2007: 37).

2.1.7. Outcomes of Conflict

Conflict is defined as a difference of wants, needs, or expectations. The workplace is filled with people who have differences of wants, needs, and expectations. So, of course, conflicts will occur. These conflicts can be an asset to the organization. They may be opportunities for creativity, collaboration, and improvement(Robbins, 1998: 518).

But conflict can also be costly to an organization. The trouble isn't necessarily the fact that conflict exists, it's how we deal with those conflicts or what happens when they aren't resolved. The impact of conflict in the workplace can be devastating - to the parties involved, to colleagues and teams, to clients, and to the business as a whole. Some of the results of unresolved conflict in the workplace include(Robbins, 1998: 519).

As it has been said, if conflict occurs in the workplace it can have far-reaching and disruptive consequences. When relationships break down between colleagues, then individuals, whether they are management, team leaders or team members, may experience feelings of disorientation, distress and disconnection from colleagues(Kondalkar, 2007: 166).

Often others not directly involved in the conflict will also be affected; the impact of this can be seen in: Poor workplace morale, miscommunication resulting from confusion or refusal to cooperate, increased stress among employees, reduced creative collaboration, decreased motivation within the organization, health issues such as stress and depression, affecting attendance and performance, poor performance and reduced output, missed deadlines or delays, increased staff turnover, problems in recruiting staff and damage to the reputation of the organization, are some of the major effect of conflict in the organization(Opotow, 2000: 87)(Nelson and Quick, 2001: 437)

If a dispute culminate in a tribunal hearing, not only are there financial costs, in terms of legal fees and time spent preparing the case (for organizations, the majority of this is directors' and senior managers' time), individuals also have to deal with the stress of going through the process and their anxieties about the outcome(Schermerhorn et al., 2010: 243).

2.2. Empirical Literature

In the present corporate environment conflict has become very common phenomenon (Kondalkar, 2007: 160). Understanding conflict enables organizations and employees to better perform their tasks and increase group understanding and harmony. It helps to improve quality of decision, stimulate creativity, better solution to problems, high team performance, increase motivation, improve communication, improve work relationship, and increase movement towards goal. On the otherhand, if it is mistreated or ill-treated it may lead to negative outcome. The negative effects of conflict may deprive the organization from achieving its goals. It may waste time and effort and can lead to a low quality of work, Hitt, Miller and Colella, (in Elmagri and Eaton, 2001).

Edwards and Walton (2000) conducted a research with a title change and conflict in the academic library. The study was conducted using literature from both the management and librarianship disciplines. The study focused on causes of conflict, positive and negative impacts and different conflict handling techniques. The researchers concluded that interpersonal conflicts are often observed types of conflict in the libraries of UK that. They also concluded that the main sources of conflict are differences in perception, limited resources, departmentalization and specialization, nature of work activities, role conflict, inequitable treatment, violation of territory, and environmental change. The study also identified demoralize personnel, reduce their efficiency and impoverish the service are the major dysfunctional impact of conflict.

Finally the researcher suggests that, libraries could benefit from deeper study of how they are actually handling conflict with the ultimate aim of increasing effectiveness in service delivery across the sector.

Elmagri and Eaton (2001), in their study title 'Identifying the Factors Causing interpersonal conflict in Organizations' through analyzing secondary data (such as publications, books, articles and theses gathered from Salford library database and catalogue in the past decade) that aim to find the major causes of interpersonal conflict in organization (which occurs between two or more individuals within any organization) find out that there are list of the factors that cause interpersonal conflict (IPC), and this factors can be divided into two main

categories: firstly, personal factors like: individual differences, threats to status, lack of trust, and incivility (lack of respect rudeness). Secondly, organizational factors as: limited resources, unfair treatment, role ambiguity, role incompatibility, contradiction of goals, information deficiency, environmental stress and organizational change.

A research paper submitted to Addis Ababa university by Mulatu (2007) with the objective of assessing the major sources of conflict in Admas University College, conflict resolution practice of the organization, attitudes that an employees of the organization have towards conflict and forwarding possible solutions for the problems identified from the collected and analyzed data. It uses both primary and secondary sources of information in collecting the data. It distributes 100 Questionnaires to the institution's academic, non academic and administrative staff members.

According to the analysis made, there is a wide range of conflict in the organization; caused by three broadly classified the sources of conflict. The first one is personal factors which include emotions of the individual, values and ethics of the person, attitudes and perceptions, skills and responsibility diversity of the person and jealousy. The second source of conflict is structural factors; such as goal differences, scarcity of resources, interdependence, unclear job boundary, and relationship among authorities. Among the available structural factors, majority of the respondents replied that all of these structural factors mentioned above are source of conflict in an organization. Specially, availability of limited resource in the organization and unclear job boundary got the highest rank. The third source of conflict is a communication factors. The major communication factors includes: distorted message, Information overload, lack of communications skill, use of Jargon, information late delivery, and error in perception.

Regarding the effect (outcome) of conflict the researcher found that; among the effects experienced; employee turnover, customer dissatisfaction and distorted group cooperation are the major effects in the university. Increased job dissatisfaction, resource wastage, diversion of energy form work, creation of negative climate are also effects of conflict.

To avoid the above problems; the researcher recommended that the organization should prepare several occasions in which the employees can develop the relationship between them,

a special training and orientation program should be prepared in order to create better grasping on conflict related issues.

Other research conducted by Tonder et al., (2008), under the title 'The Causes of Conflict in Public and Privet Sector Organizations in South Africa' aiming to assess whether the perceived cause of institutional conflict are organizational specific or universal across organization and whether employee's experience of the impact of conflict is organization-specific common across different organization reveals a number of causes and effects.

The study explored the perceived sources of conflict in two South African organizations operating in different economic sectors. This experimental survey that focuses on both the causes and effect of conflict was administered to a sample of 203 employees, representing both companies.

The study uses factor analysis to identify the causes of conflict and hierarchical cluster analysis for showing the effects of workplace conflict. The result from the inferential output revels four major factors are the major causes of conflict; this are racially-informed management practices, inadequate and ineffective resources, work demands associated with change in technology and management practice, and unjust layoffs/ rationalization. It also shows that conflict has an effect on employee's physical, emotional, and metal well-being and a pronounced effect on social and interpersonal relationship among employees.

A study conducted by Tseveendorj O. (2008) in the banks of Baguio city which analyzed conflict resolution as a bases for effective conflict management using questionnaire that incorporates respondents demographic characteristics, respondents variable's, the level of implementation of the conflict resolution approaches and the degree of seriousness. To augment the data, the documents provided by Baguio Benguets bankers association were also examined; several officers and employees were likewise interviewed.

To analyses the data both descriptive and inferential statistics were used, such as the slovin's formula, split half method, spearman rank order coefficient, Fisher's t test and single way analysis of variance (ANOVA)

The analyzed data reveals that, the seriousness of communication, perception, values and cultural difference in creating conflict in the employees of bank of Baguio. It also shows the bank employees seldom implement the dominating approach, often implement problem solving approach and sometimes implement accommodation.

The researcher recommends that, in order for the bank employees to deal with conflict properly, it may be necessary for the bank officers to disseminate information or give orders clearly by formally instructing their employees on the use of written guidelines and procedures to prevent miscommunication, so that bank staffs will have a clear understanding and correct interpretation of all information and instruction.

A research conducted by Henery O. (2009) with a title of organizational conflict and its effect on organizational performance in Gaborone that aim to find out the causes, types, effect and strategies on how to manage conflicts in organizations and effectively to enhance organizational performance. Therefore, it is the prime responsibility of management to put in place appropriate strategies on how to minimize conflict.

To achieve the objective of the study, survey research design was adopted and the focus of the study was cross-sectional. Using convenience sampling, a sample of one hundred and thirty managers was selected for the study from government department, parastatals and privet companies were selected.

To analyze the data it uses quantitative approach. Using the analyzed data he concluded that the major cause of organizational conflict is limited resource and interdependency. The result also shows that poor performance, lack of cooperation, wasting of resource and productivity are the effect of workplace conflict.

Other study conducted by Hotepo et al., (2010) that aim on examining the Effect of Conflict on Organizational Performance, that was carried out by investigating the causes, types, reason and strategies for managing conflicts in some selected service organizations in Nigeria, with a view of coming out with ways of improving their performance and productivity revealed that; limited resources is the major cause of conflict; and that conflicts have both negative and

positive effects on organization, but when managed properly, the positive effects can be used to encourage organizational innovativeness and build cooperation among the employees.

The study find out that the major causes of conflict are lack of resource and communication problem. Other important causes of conflicts in organization are: competition, lack of cooperation, different expectation and interdependence. It also shows that salary comparison is the item that generated least conflicts. Regarding the type of conflict the study shows that interpersonal conflict ranked highest as the type of conflict experienced by the respondents in their organizations.

Regarding the effect of conflict; the study indicates that conflicts have both positive and negative effects to the organization. If conflict is not resolved properly might affect the organization adversely in terms of poor performance, lack of cooperation, wasting of resources and productivity. In addition, conflict has positive effect to the organization especially in building cooperation among the employees, encourages organizational innovativeness and improves quality decisions in resolving conflicts.

The researcher recommended that, Proper communication procedures should be put in place to resolve conflict. He also recommended that the management should organize seminars/workshops on organizational conflict management from time to time for the employees. Lastly he mentioned that Efforts should be made by the managers to occasionally stimulate conflict by encouraging divergent views and rewarding staff and unit/department for outstanding performance

A research conducted by Obasan (2011), which studies the impact of conflict management on corporate productivity of First Bank of Nigeria Plc.,(Lagos Branch). By using a student 't' distribution to test the significance of response and purposive sampling technique to administer a self-design questionnaires to 50 respondents cutting across all cadres of staff of First Bank of Nigeria Plc.,(Lagos Branch), revealed that the main sources of conflict in the organization relate to perception and value problems. The specific issues bother on employee compensation and welfare while managers prefer the compromise, problem solving and dominating strategies to minimizing the incidence of organizational conflicts.

Based on the findings of the study, Obasan recommended that strategies which promote industrial democracy should be chosen by management as the preferred option in dispute resolution. In addition, in order for bank employees to deal with conflict properly, it may be necessary for the bank officers to disseminate information or give orders clearly by formally instructing their employees on the use of written guidelines (e.g. memos, circular etc.) and procedures to prevent communication gap, so that bank staffs will have a clear understanding and correct interpretation of all information and instructions.

He also finds out that the ideal level of conflict resolution required to attain optimum performance for every organization is unique and situational hence managers are duty bound to establish the best maintainable by the organization.

Finally, the researcher recommended that conflict situations should be promptly confronted and addressed whenever they occur rather than being avoided.

Table 2.1: Summary of Empirical Literature.

No	Title	Author	Year	Finding
1	Change and Conflict: Library Management	Edwards C, &Walton G,	2000	<ul style="list-style-type: none"> • Major type of conflict is interpersonal conflict • Sources of conflict are differences in perception, limited resources, departmentalization and specialization, nature of work activities, role conflict, inequitable treatment, violation of territory, and environmental change. • Effects of conflict are demoralize personnel, reduce their efficiency and impoverish the service
2	Identifying the Factors Causing Interpersonal Conflict in Organizations	M.I.Elmagri and D.Eaton	2001	<p>They identified two main categories as a source of conflict</p> <ul style="list-style-type: none"> • Personal factors like: individual differences, threats to status, lack of trust, and incivility. <p>Organizational factors as: limited resources, unfair treatment, role</p>

				ambiguity, role incompatibility, organizational change, contradiction of goals, information deficiency and environmental stress.
3	Assessment of Conflict Management Practice: A Case Study of Admas University College	MulatuMebratu	2007	<p>Find out that organizational conflict is caused by three factors:</p> <ol style="list-style-type: none"> 1. personal factors which include emotions of the individual, values and ethics of the person, attitudes and perceptions, skills and responsibility diversity of the person and jealousy. 2. The second source of conflict is structural factors; such as goal differences, scarcity of resources, interdependence, unclear job boundary, and relationship among authorities. 3. Communication factors. distorted message, Information overload, lack of communications skill, use of Jargon, information late delivery, and error in perception <p>Concerning effects of conflict employee turnover, customer dissatisfaction and distorted group cooperation are the major ones.</p>

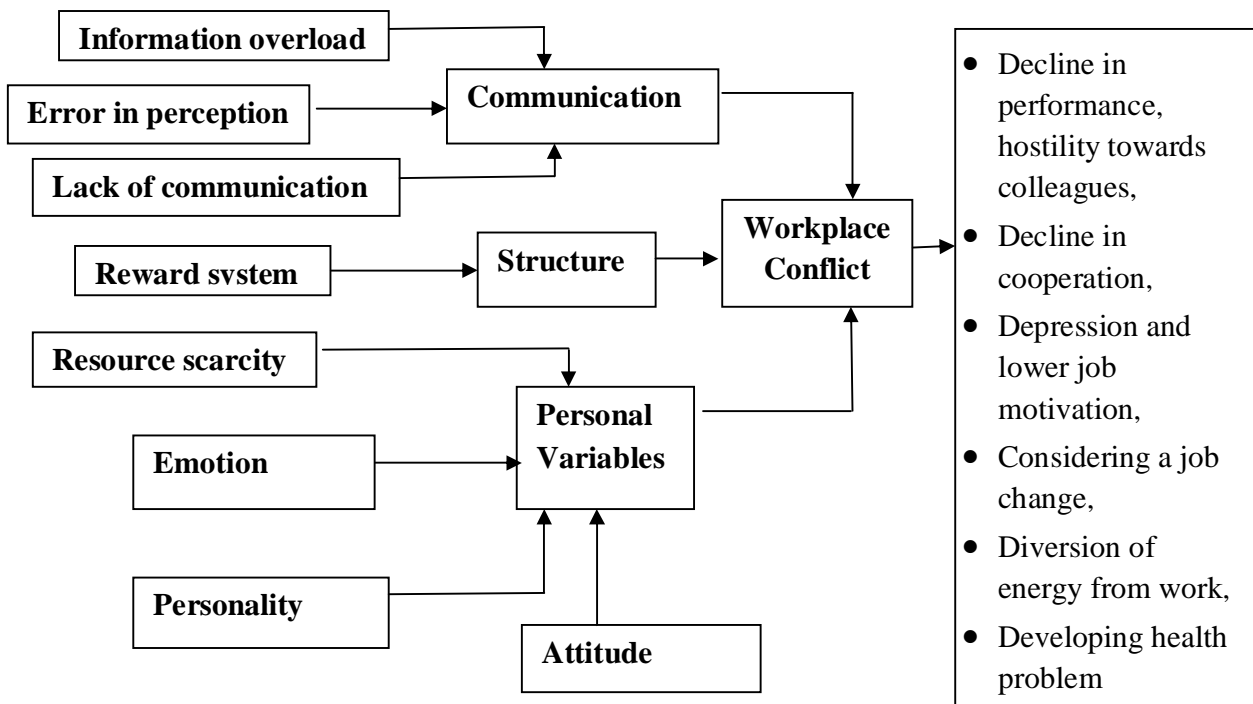
4	The Causes of Conflict in Public and Private Sector Organizations in South Africa	Chris van Tonder, Werner Havenga, & Jan Visagia	2008	<ul style="list-style-type: none"> • Cause of conflict are ; racially-informed management practices, inadequate and ineffective resources, work demands associated with change in technology and management practice, and unjust layoffs/ rationalization • Conflict has an effect on employee's physical, emotional, and mental well-being and a pronounced effect on social and interpersonal relationship among employees.
5	Conflict Resolution: A Basis for Effective Conflict Management of Banks in Baguio City	Tseveendorj O.	2008	Found that the seriousness of communication, perception, values and cultural difference in creating conflict in the employees of Baguio bank, Malaysia
6	Organizational Conflict and its effects on Organizational Performance.	HeneryO.	2009	<p>He find out that scarce resource and interdependency are the major causes of work place conflict</p> <p>He also finds out that, poor performance, lack of cooperation, wasting of resource and productivity are the effect of workplace conflict are the main effects of workplace conflict</p>

7	Empirical Study of the Effect of Conflict on Organizational Performance in Nigeria	O. M. Hotepo, A. S.S Asokere, I. A. Abdul-Azeez and S.S. A Ajemunigbohun	2010	<ul style="list-style-type: none"> • He concluded interpersonal conflict is the major type of conflict. • He also identified that; lack of resource and communication problem is the major source of conflict. He also identified other sources of conflict like, competition, lack of cooperation, different expectation and interdependence. • Regarding effect of conflict; poor performance, lack of cooperation, wasting of resources and productivity are the major effects
8	Impact of Conflict Management on Corporate Productivity: An Evaluative Study	ObasanKehinde , A	2011	Identified that, the main sources of conflict in the organization relate to perception and value problems.

2.3. Conceptual Framework

In this conceptual frame work, the major variables are outcomes of conflict in Wonji sugar factory, Communicational factors, Structural factors and Personal factors. Where outcome of conflict in the organization is the dependent variable; communication, structure and personal variables are the independent variables which are the major causes that create workplace conflict. Several researchers have determined different causes of conflict which should be considered as independent variables which have a direct effect towards organizational performance, such as; unclear expectation, personal issues, generational incompatibility, competition for resources, incompatible goal and time horizon, overlapping authority, task interdependence, incompatible evaluation on reward system and status inconsistencies. But the researcher believes that all the variables stated by different scholars fall under the independent variables stated above by the researcher which are communication, structure and personal variables.

Figure 2.3: Model developed by using Statement of the Problem, research questions, research objective and literatures compiled by the researcher



Source: Compiled from the review of literature and empirical evidences.

2.3.1. Measurements of Variables

As stated above the dependent variable (outcome of conflict) is affected by workplace conflict which is caused by the independent variables (communicational, structural and personal causes).

Communication: This is the first independent variable. This is because organizations performance can be affected by conflict caused by lack of communication skill (poor communication), information overload, and error in perception.

Structure: It is the other independent variable that influences organizational performance. Under structure three variables are incorporated these are; goal differences, reward system and resource scarcity.

Personality variables: The last independent variable is personality variables. It includes three variables. These variables are individual's attitude, personality and emotions.

Outputs of Conflict: This is the dependent variable that is affected by the above mentioned independent variables. The output can be either positive or negative depending on the degree of conflict and how it is managed. But, since the aim of the research is to identify the negative or dysfunctional effect of conflict the outcomes will be Decline in performance, Hostility towards colleagues, Decline in cooperation, Experiencing depression and lower job motivation, Considering a job change, Diversion of energy from work and Developing health problem.

CHAPTER THREE: METHODOLOGY

This part of the study shows the materials and methods used to conduct this study. This study employs the explanatory research design whose purpose is, to identify the existing types, causes and outcomes of workplace conflict. The target populations of the study are permanent employees of Wonji/Shoa Sugar Factory.

3.1. Materials and Methods

3.1.1. Study Area

The research is conducted on Wonji/Shoa sugar factory, Shoa town. The company is currently operating with only one plant located in Shoa because the other plant located in Wonji has stopped working due to maintenance. The study area is selected because of certain reasons the first is, Wonji/Shoa incorporates wide and diverse workforce which is a potential reason for a conflict to arise. The second reason is, most of the time the organization enters in to conflict due to unidentified reason.

3.1.2. Target Population

Wonji/Shoa sugar factory being one of the known sugar producers in the country it incorporates 4674 employees working under three departments (Factory and division management, Agricultural operation management, and Finance and Human resource management). The organization follows four types of employment this are, Permanent, Permanent Pies Labor (PPL), Seasonal, and Contract employment. From the four employment types, the study focuses on the permanent employees only which are 1327.

3.1.3. Source of Data

To collect consistent data and to reach to the targeted solution of the problem, the researcher has used both primary and secondary data. The primary data were collected from the Wonji sugar factory workers who represent the main group of interest in this study. The secondary data were collected from various books, Journals, articles, Internet sources and materials which are prepared by the organization like; organizational document and other supporting documents and publications related to the title.

3.1.4. Data collection Method

The primary data were collected using self-administrated 5 points likert-scale questionnaires anchored by strongly agree to strongly disagree. The questionnaire has four sections. The first section contains questions associated with the general demographic characteristics of the sample respondents. The second section deal with questions related with types of conflicts. Section three encompasses questions associated with causes of conflicts. Finally, the last part of the questionnaire contains questions regarding to the dysfunctional outputs of conflict in workplace.

For the sake of making the questionnaire clear and easily understandable it was translated in to Amharic. The questionnaires that are developed in accordance with the related literature were distributed to all sample respondents to get their written feedback about the types, causes and outputs of conflict in their workplace.

As stated in the above paragraph, to measure the variables of the study questionnaire was developed. These questionnaires were taken from the literature review and modified by the researcher(Tonder, Havenga and Visagie, 2008). The choice of variables for inclusion in section 2 and 3, the types and potential causes of conflict, were hampered from many different viewpoints on what variables should be regarded as types and causes of conflict. As point of departure, four types of conflict and nine seemingly more prominent sources of conflict were identified from literature. The four types of conflict assessed from literature were: intrapersonal conflict, interpersonal conflict, intragroup conflict and intergroup conflict. The nine sources of conflict evaluated empirically were: Emotion, personality, attitude, information overload, goal difference, error in perception, lack of communication skill, reward system and resource scarcity

Section four which deals with the outputs of conflict contains seven constraints related to outputs of conflict; Decline in performance, hostility towards colleagues, decline in cooperation, depression and lower job motivation, considering a job change, diversion of energy from work, and developing health problem. These variables were taken from the study of Tonder, Havenga and Visagie(2008)who considered these variables to identify the manifests of conflict in South Africa Public and Privet sectors. Again, before the inclusion of

this variables as output of conflict the views of Folger(1993), Nelson and Quick(2001) and Opatow(2000)were considered.

For example, the construct 'Emotion' is adopted from related literature. To measure these construct four sub-scales questions were developed. A Likert-type question, employing five scales (5 for strongly agree and 1 for strongly disagree), was used to quantify and compute an index for the 'Emotion' construct. Since there are four items, a respondent may score a maximum of 20 (most favorable attitude) and a minimum of 4 (least favorable attitude) for the construct 'Emotion'. Scholars (e.g. Covin et al., 2006; Belay, 2012) use the average of the item scores to measure the value of construct. Therefore, the average of the scores for the four items measures the value of 'Emotion' construct for a particular respondent. The same technique applies to all other constructs with a Likert-scale.

3.1.5. Sampling Method

The size of sample should neither be excessively large, nor too small. It should be optimum (Kothari, 2004: 56). The employees of Wonji Sugar Factory were stratified using stratified sampling technique based on the departments to which the employees belong. This has enabled the researcher to fairly distribute the questionnaire to the respondents in the different departments. There are 12 departments which are categorized under 3 main divisions having a total of 1327 permanent employees. Since employees under the same strata have similar characteristics; from each department samples were selected using stratified systematic random sampling technique by deciding the skip interval (I) to follow.

To overcome the problem of uncollected and incomplete questionnaires, the researcher has distributed 10 % of the sample size as a contingency. This has increased the representativeness of the research by avoiding and filling incomplete and uncollected questionnaires.

Primarily, sample size of the population was determined by using the formula below (Cochran, 1992: 53-57) and (Israel, 1992: 39) as follow:

$$n = N / (1 + N(e)^2)$$

$$n = 1327 / 4.3175$$

$$n = 307.35 \approx 307$$

Where:

n = sample size for the total population

N = total population

e = margin of error (5%)

In order to proportionally distribute the samples among the stratas the formula below was implemented (Cochran, 1992: 53-57) and (Israel, 1992: 39).

$$n_h = (N_h / N_s) n$$

Where:

n_h = Sample size from each stratum

N_h = Total population from each stratum

N_s = Total population of the sum of strata for the study

n = Total sample size from the study population

Since the sample size is known, the skip interval was calculated as follow;

$$\text{Skip interval (I)} = \frac{\text{Population list size}}{\text{Sample size}}$$

$$\text{Skip interval (I)} = \frac{1327}{307}$$

$$\text{Skip interval (I)} = 4$$

After the skip interval is known, the researcher has selected '2' as the starting point; therefore the sample comprises those who came to their work place 2nd, 6th, 10th, 14th, 18th, and so on.

Table 3.1: Proportional sample size from each stratum

Division	Departments	Number of employee in department	Proportionat e sample size from stratum	Sample size from each department (approximated)
Factory and division management	Shoa technical	118		$(114/493) \times 118 = 27$
	Logistic department	57		13
	Shoa process	318		74
	Total	493	114	114
Agricultural operation management	Plantation department	297		$(175/755) \times 297 = 69$
	LPCD department	176		41
	Harvesting department	194		45
	Field equipment service dep ^t	71		16
	Civil engineering Department	17		4
	Total	755	175	175
Finance and Human resource management	Finance department	26		$(18/79) \times 26 = 6$
	Human resource department	19		4
	Medical department	18		4
	Public relation and environment department	16		4
	Total	79	18	18
Grand total		1327	307	307

Source: Survey 2013

3.1.6. Method of Data Entry

The collected data were first entered, edited and cleaned for inconsistencies, missing value and outliers. This was conducted using Epi data program version 3.5.1 and analyzed using statistical package for social science (SPSS) 16.0.

3.1.7. Methods of Data Analysis

The collected data were processed in line with the purpose. The data were analyzed using descriptive and inferential statistics. The findings are presented in the form of charts, tables and graphs based on their types and appropriateness for presentation. For the descriptive statistic, tables, charts and graphs are used and for the inferential statistic tables and figures are used as a means of presentation.

For the first and the second part of the questionnaire (demographic characteristics and types of conflict), descriptive statistics was implemented. The third part of the questionnaire which dealt with the causes of conflict used a factor analysis. Primarily correlation analysis was checked to decide whether factor analysis can be implemented or not. Regarding general validity, it was tested using Kaiser-Meyer-Olkin (KMO) and Bartlett's test. Further-more, the internal consistency (reliability) of the items were measured using Cronbach's alpha. Finally factor analysis is applied to identify the main causes of conflict. The last part of the questionnaire which deals with outcomes of conflict was subjected to hierarchical cluster analysis to divulge the structure and coherence in the data regarding effects of conflict, to do so I have used Ward's method and Euclidian distance (standardized).

3.2. Ethical Considerations

While conducting the study, ethical issues were primarily considered. Before conducting the data collection all the necessary information about the study was provided to the sample respondents, i.e. who is conducting the study, for what purpose, and the like, this has helped them to decide whether or not to participate in this study. They were also notified that their participation in the study is voluntary; they are not harmed as a result of their

participation or non-participation in the study. They were also aware that anonymity and confidentiality of their response are guaranteed.

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1. Introduction

This chapter deals with presentation and analysis of the data which have been obtained by questionnaire. It analyzes the demographic characteristics, types, causes and output of workplace conflict on Wonji/Shoa Sugar Factory's. It contains five sections. The first section describes the data. The second section deals with demographic characteristics of sample respondents. The third section analyzes the type of conflict that frequently exists in the organization. The fourth section deals with analyzing the causes of conflict. Finally, the last section provides an insight of the output of conflict on the performance of the organization

4.2. The Data

As it was already mentioned in the research methodology part, questionnaire is used as primary data collection method. The data were collected from Wonji/Shoa sugar factory from March-April 2013. To make data collection easy and manageable the total sample were divided in to three departments as; Factory and division management, Agricultural operation management, and Finance and Human resource management.

Out of 307 questionnaires distributed to the respondents a total of 291 were collected which accounted 94.7% of response rate. Among the questionnaires distributed, 9 (3%) of the respondents fail to return the questionnaire whereas 7(2%) of them returned incomplete copies of the questionnaires. With the demand of increasing the representativeness of the sample for the total population, the uncollected and incomplete questionnaires were replaced from the questionnaires distributed as a contingency.

4.3. Analysis of Demographic Characteristics of Respondents

The first part of the questionnaire solicited the respondents about their general demographic data (sex, age, level of education, marital status and level of experience). Accordingly the response of the respondents is depicted in the table 4.1.

Table 4.1. Demographic characteristics of respondents

Variables		Frequency	Percentage	Cumulative percentage
Sex	Male	228	74.3	74.3
	Female	79	25.7	100
	Total	307	100	
Age	18-25	44	14.3	14.3
	26-35	88	28.7	43
	36-45	115	37.5	80.5
	45 and above	60	19.5	100
	Total	307	100	
Level of Education	12 incomplete	8	2.6	2.6
	12 complete	24	7.8	10.4
	Certificate	63	20.5	30.9
	TVET Diploma	135	44.0	74.9
	BA/BSC Degree	74	24.1	99.0
	MBA/MSC Degree	3	1.0	100
	Total	307	100	
Marital status	Unmarried`	93	30	30
	Married`	211	68.7	98.7
	Widowed	4	1.3	100
	Total	307	100	

Source: Survey 2013

According to Table 4.1, 228 (74.3%) of the respondents are males and 79 (25.7%) of the respondents are females.

Regarding with the age of the respondents, out of the total respondents, 44 (14.3%) of them are between the age of 18-25, 88 (28.7%) of them are between 26-35 years, 115 (37.5%) of the respondents lies between the age of 36-45, and the rest 60 (19.5%) of the respondents are aged above 45. From this result we can cascade the conclusion that most of the respondents are aged above 26. One can see, most of the time companies prefer to take into consideration the maturity level of the given individual in addition to his/her knowledge and potential to provide some status. To this end, individuals aged above 26 are better at solving problems faced by the organizations systematically. In this regard, the organization's permanent employee's combination is somehow promising.

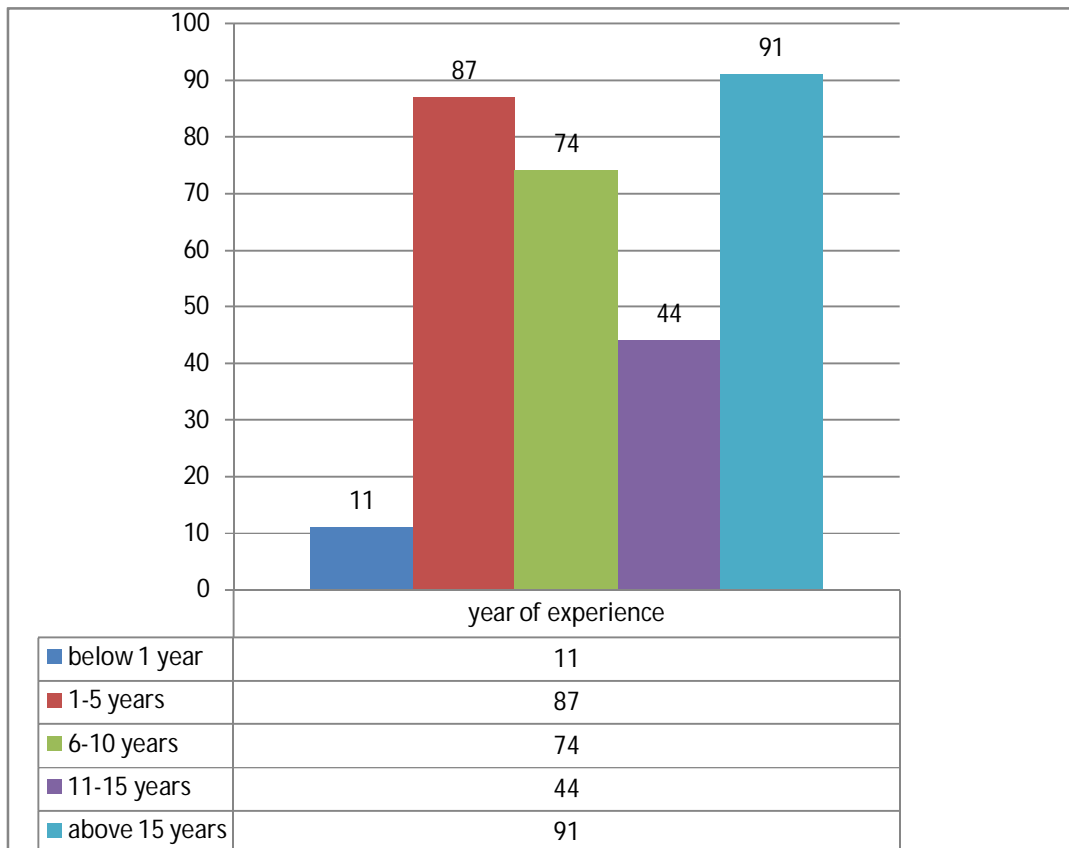
As far as their educational status is concerned, (depicted in the table 4.1), 32(10.4%) of the respondents are 12th grade and below, 63(20.5%) of them have a certificate, the majority or 135(44.0%) are diploma holders, 74(24.1%) of the respondents are BA (BSC) holders, whereas the remaining 3(1%) of the respondents have a MBA (MSC). It is definite that the educational status of a given individual has a great deal to do with the efficiency and effectiveness of what he/she performs. As Table 4.1 shows 230 (74.9%) of the respondents have a diploma or lower level of education. This shows that the organization should consider well educated employee's with a potential of performing their job effectively. Doing this may reduce the degree of conflict the organization experiences.

With regard to respondent's marital status, 92(30%) of them are single, where as 211 (68.7%) of them are married and the remaining 4(1.3%) are widowed.

Regarding an individual's years of experience; level of experience can contribute a lot towards the way he/she thinks, the method he/she performs on his/hers duty and the like. To this end, it is believed that the more an individual stays on an organization, the more he/she can acquire an experience of how to deal with several problems in his/her workplace, which intern leads to minimization of conflict management problems. With this regard the data collected from the respondents resembles that majority of the respondents 91(29.6%) have an experience of above 15 years followed by 87(28.3%) with an experience of 1 up to 5 years.

74(24.1%) of them have an experience of 6 up to 10 years. This information is clearly shown on figure 4.1.

Figure 4.1: Years of experience of respondents



Source: Survey 2013

As it is shown on the above Figure 4.1, most of the employees 91 (29.6%) of the organization have experiences of more than 15 years in the organization. The figure also shows that 87 (28.3%) of the respondents have an experience of 1-5 years, whereas 74 (24.1%) of the respondents have an experience of 6-10 years in the organization. 44 (14.3%) of them have the experience of 11-15 years. finally 11 (3.7%) of the respondents have below 1 years of experience. Majority of the organization's employees are with an experience level of above 6 years, this may create an opportunity to fill some gap in the organization with respect to managing and controlling organizational conflict consistently.

4.4. Test of Validity and Reliability

Before conducting the study, the validity of the questionnaire was tested to know whether or not the questionnaire measures what it claims to measure. The content validity was estimated by reviewing the test items with my main and co-advisors. They were asked to indicate whether or not they agree that each item is appropriately matched to the content area indicated. Items that they identify as being inadequately used to conduct the study, or flawed in any other way, were revised. Apart from the content validity, the face validity was also measured by sending the questionnaires for two individuals who conduct a study around similar area with this study. They were requested to forward their opinion whether or not the questionnaire is measuring what it is supposed to measure. By considering their opinion certain modifications were made.

Before turning to the analysis, the reliability of questionnaire fortypes of conflict,causes of conflict and outcome of conflict was also tested to see whether the questions chosen are consistent with one another. The reliability was checked by conducting a pilot study in Wonji Sugar Factory. Even though Wonji Sugar Factory is currently not operating due to maintenance, there were employees working under maintenance department and administrative office. 37 (10% of the total sample) questionnaires were distributed to these employees. Conducting the pilot study outside ‘Shoa’ which is the case study area has enabled the researcher to overcome the response bias. The reliabilities of the variables (data) were checked against the Nunnally's recommended standards (Cronbach's alpha ≥ 0.70) mainly to ensure that they are reliable indicators of the constructs (Nunnally’s, 1967). As Table 4.2 shows,the Cronbach's alpha calculated for all items in the three categories was, 0.740 for types of conflict, 0.804 for causes of conflict and 0.784 for outcomes of conflict. This result confirms that the items identified in each category i.e. types;causes;and outcomes of conflict are cohesive enough to adequately represent a single concept.

Table 4.2.Cronbach alpha value of the three categories

No	Categories	Number of items	Cronbach alpha value
1	Types of conflict	4	0.740
2	Causes of conflict	9	0.804
3	Outcomes of conflict	7	0.784

4.5. Analysis of types of Conflicts

This part of the analysis will discuss the types of conflicts that exist in Wonji/Shoa sugar factory. To identify the types of conflicts that the respondents experience in their workplace, respondents were requested to indicate the types of conflict, which are very common in their organization.

According to the response of the sample respondents for the 5 point likert scale questions, the majority of the respondents, which accounts for 144 (46.9%), agreed that interpersonal conflict is the major types of conflict in their workplace, whereas 50 (19.3%) of them strongly agreed interpersonal conflict is the main type of conflict in the organization. According to Adomi and Anie (2005) this is due to the sharing of limited resources or furthering individual interests at the expense of organizational interests. This finding is consistent with the finding of Hotepo et al., (2010) who conclude that interpersonal conflict is the main cause of conflict in Nigerian service industries. The finding is also supported by the earlier findings of Adomi and Anie, (2005) who argue that interpersonal conflict is one of the major causes of conflicts in Nigerian universities libraries.

As the analyzed data in table 4.3 shows, among the alternative types of conflict available in the questionnaire intergroup conflict, which occurs between groups, teams or department (Jones & Gorge, 2000: 279), holds the second largest type of conflict in which 114 (37%) of the respondents agreed with its existence and 39 (13%) of them strongly agree which collectively accounts 50% of the response. This finding is supported by Edwards & Walton's (2000) research with a title of Change and Management, which reported the existence of conflict between LIS (Libraries) and computing service department which operated in a non-coverage structure in the UK; the conflict centered on the degree of mutual suspicion which had grown between the two departments. They concluded intergroup conflict as the major cause of conflict. Hotepo et al., (2010) also put intergroup conflict as a second major type of conflict in the university.

The data in table 4.3 also shows that 91 (29.6%) and 51 (16.6%) of the respondents disagree and strongly disagree respectively about the existence of intrapersonal conflict. Finally with

regard to the existence of intragroup type conflict, the majority of the respondents disagree and strongly disagree about it which collectively accounts for 230 (75%).

From this analysis it can be understood that interpersonal conflict which happens between two or more individuals and intergroup which happens between two or more groups are the major types of conflicts that exist in Wonji/Shoa sugar manufacturing company.

N	Valid	307
	Missing	0

Table 4.3. Types of Conflicts

Variables	Intrapersonal conflict						Interpersonal conflict						Intragroup conflict						Intergroup conflict					
	SD	D	N	A	SA	T	SD	D	N	A	SA	T	SD	D	N	S	S A	T	S D	D	N	A	S A	T
Frequency	51	91	70	78	17	307	13	34	66	144	50	307	104	13	36	36	5	30 7	22	68	6 4	114	39	30 7
Percent	16.6	29.6	22.8	25.4	5.5	100	4.2	11.1	21.5	46.9	19.3	100	34	41	12	12	1	10 0	7	22	2 1	37	13	10 0
Cumulative percent	16.6	46.3	69.1	94.5	100		4.2	15.3	36.8	83.7	100		34	75	87	99	100		7	29	5 0	87	10 0	

Source: Survey 2013

SD: Strongly disagree

A: Agree

D: Disagree

SA: Strongly Agree

N: Neutral

T: Total

4.6. Analysis of Causes of Conflicts

Conflict is a fact of life in organizations just as everywhere else, as people compete for jobs, resources, power, acknowledgement, and security (Abubakr and Mohamed, 2005: 721). Dealing with it is difficult because it arouses in such primitive emotions. People feel threatened (rightly or wrongly), and this creates a version of the age-old stress response – fight or flight (Bagshaw, 1998: 206).

In any organization, there are many causes of conflicts. According to the literature, there are innumerable origins of organizational dispute and each produces its own variety of effects on the organizations. In general, there are three major causes (sources) of conflict; these are caused by structural factor, communication factor and personal factor each having its own different variables under it.

After checking and eliminating cases with missing values and replacing them from samples taken as a contingency, a sample of 307 respondents were available for analysis.

This part of the study deals with a Principal Component Analysis (PCA) undertaken for identifying the causes of workplace conflict in the organization. The procedure is that, first correlation analysis is done to see if carrying out Principal Component Analysis is justified. Only when the data meets this assumption, that principal component analysis will be processed.

Following the correlation analysis, the researcher tests the general validity using the Kaiser-Meyer-Olkin (KMO) and Bartlett's test using the SPSS software. This study used a minimum of 0.5 for the validity of these tests. Factor analysis was then applied to summarize the factors that measure the causes of workplace conflict. Eigen value with a minimum of 1 was used to determine the number of factors to be retained for analysis. Further-more, the internal consistency (reliability) of the items was measured using Cronbach's alpha.

The results of Principal Component Analysis are discussed in the succeeding paragraphs.

4.6.1. Principal Component Analysis (PCA) for Causes of Workplace Conflict.

The nine items that are considered as causes of conflict in the five point likert scale questionnaire were subjected to a Principal Component Analysis (PCA) using Statistical Package for the Social Science (SPSS).

As table 4.5 shows, all variables for causes of conflict are correlated fairly well. For this study the determinant value is 3.332E-04 (.0003332)(check Appendix 2-A) which is greater than the necessary value which is 0.00001 (Andy, 2005:648). Therefore, multicollinearity is not a problem for this data. This justifies that we can proceed with principal component analysis. The KMO and Bartlett's test shown in table 4.6 also indicates its general validity because the scores of KMO 0.66 exceeds the barely acceptable value 0.5 (Kaiser, 1974) and fall in mediocre range between 0.5-0.70 (Hutcheson & Sofroniou, 1999: 224-225), and Bartlett's Test of Sphericity $\chi^2=333.380$, $p=0.000<0.05$ is statistically significant, which shows that the variables are correlated highly enough to provide a reasonable basis for factor analysis (Bartlett, 1954). The diagonal values of the anti-image correlation (Appendix 2-D) shows that the diagonal values of the anti-image table which shows the KMO value for individual variables is above the bare minimum value of 0.5 whereas the off diagonal elements are below 0.5. According to Andy (2005: 648) for a good factor analysis we need the diagonal values of the anti-image values to be greater than 0.5 and the off-diagonal values should be below 0.5. Hence it is possible to perform factor analysis for the variables under this study.

Table 4.4. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.658
Bartlett's Test of Sphericitydf	Approx. Chi-Square	333.380
	Sig.	.000

The principal component analysis using the interpretation of scree plot (Appendix 2-C) and Eigen value indicates that three variable has an Eigen value of more than one. The three items collectively accounts for 55.268% of the total variance. This result suggests that these items can be used together to form a composite variable for causes of conflict.

Table 4.5. Pearson Inter correlation matrix among items related to causes of conflict.

Items	Emotion	Personality	Attitude	Informat ion overload	Goal difference	Error in perception	Lack of comm. skill	Reward system	Resource scarcity
Emotion	1	.399	.402	.020	.151	.033	.296	-.056	.199
Personality		1	.365	.060	.134	.103	.239	-.055	.079
Attitude			1	.001	.209	.093	.374	-.107	.092
Information overload				1	.343	.360	.051	-.022	.051
Goal difference					1	.285	.045	.048	.113
Error in perception						1	-.007	-.036	-.084
Lack of comm. skill							1	.058	.064
Reward system								1	.153
Resource scarcity									1

As table 4.6 reveals, the output for causes of conflict follows response pattern which indicates that the respondents perceive three major causes of conflict specified as C1, C2 and C3.

It was found that the first component (factor) that encompasses four items is the most significant which accounts for 23.3% of the variance of the original items. All personal based factors were loading on this component (C1) with a loading¹ range of 0.620-0.764. This indicates that respondents view conflict as it is originating as personal factors that are perceived as attitude, emotion and personality of the respondents which are internal factors caused when employees are stressed with different difficult aspects of life, when they are having low or bad feelings and when they are unable to control themselves while having difficult conversation. This finding is consistent with Mulatu (2007) finding, which identified such personal conflicts as a significant source of conflict in Admas University. The other finding was that one of the causes of conflict, 'lack of communication skill' which is under the communicational factor category was loaded to the personal factor with loading of 0.620.

The second factor (C2) which captures 18.5% of the total variance comprised of three items, and largely loaded to communicational factors with a loading range of 0.698-0.779. Again in the communicational factor 'goal difference' which is found under the structural factor category is loaded in the communication factor category with a loading of 0.698. This finding indicates that; information overload, error in perception and goal difference emerged as the second major causes of conflict in the organization. This finding is supported by the finding of Hotepo et al., (2010) who conclude that communication problem holds the second major cause of conflict in the Nigeria service industry, which reiterates the earlier findings of Tseveendorj (2008), which stated that the employees of Malaysia bank consider communication and perception problems as moderately serious sources of conflict although the staff differed from the officers in their perception to the degree of seriousness of these problems.

¹ loading range is the values of each variable under a specific factor

The third factor (C3), which comprised of two items with a variance of 13.3 shows high loading on reward system and resource scarcity, so it is labeled as structural factors of conflict. With a loading range of 0.724-0.754, structural factor emerged as the third major cause of conflict in the organization. Empirical Study on the Effect of Conflict on Organizational Performance in Nigeria by Hotepo et al., (2010) showed that lack of resources have the highest frequency as a cause of conflict in Nigeria, Henery (2009) also stated that conflict exist in organization's because employees compete due to limited resources.

From this finding it can be inferred that employees of Wonji/Shoa sugar factory who are taken as sample respondents in this study rate personal factors are the primary cause of workplace conflict, whereas communicational and structural factors are the second and third causes of conflict in their organization. The respondents perceive 'poor communication skill' which is cause of conflict due to communicational factors as a personal factor. They also perceive 'goal difference' as cause of conflict as a result of communicational factor.

Table 4.6. Component matrix after Varimax rotation, Eigen Value and explained variance

Variables	Components ^a		
	C1	C2	C3
Attitude of the respondent	.764		
Emotion of the respondent	.748		
Personality of the respondent	.684		
Lack of communication skill	.620		
Information overload		.779	
Error in perception		.743	
Goal difference		.698	
Reward system of the organization			.754
Resource scarcity			.724
Eigen value	2.100	1.688	1.205
Total variance (%)	23.339	18.538	13.392
Cumulative variance (%)	23.339	41.876	55.268

Note $N=307$. Principal component analysis with varimax rotation and Kaiser Normalization. Cronbach α calculation based on standardized item/variables. Alpha coefficient of .70 or above is desirable (Nunnally and Bernstein 1994)

^aComponents were labeled as **C1** for personal factors (causes) of conflicts, **C2** for communication based causes of conflict, and **C3** for structural causes of conflict.

4.7. Analysis of outputs of Conflict

This part of the study analyzes the last objective of the study which is the dysfunctional output of conflict in Wonji/Shoa Sugar Factory. The sample respondents were presented with seven dysfunctional outputs of conflicts in their workplace. They were allowed to mark the outputs of conflict that they experienced during their stay in the organization, they were also allowed to mark more than one items of output, if any. The frequency that the respondents score for the different effects of conflict is shown in the table below.

Table 4.7. Frequency of respondents for effects of conflict

Effects of conflict	<i>f</i>	%	μ	S.D
O1 Decline in performance	145	7.2	1.64	.482
O2 Hostility towards colleagues	93	30.3	1.50	.501
O3 Decline in cooperation	89	29.0	1.44	.497
O4 Depression and lower job motivation	155	50.5	1.70	.460
O5 Considering a job change	173	56.4	1.71	.454
O6 Diversion of energy from work	115	37.5	1.63	.485
O7 Developing health problem	112	36.5	1.53	.500

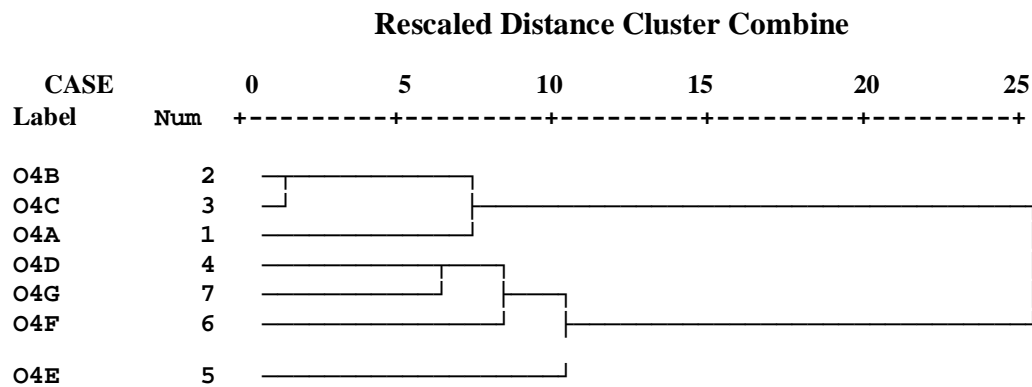
Source: Survey 2013

NOTE: N=307. *f*=number of respondents who experienced this outcome of conflict, while % indicates *f* expressed as a percentage of all employees that participated in the research, μ indicates the mean value of each outcomes of conflict and **S.D.** shows the standard deviation for the outcomes of conflict.

As descriptive statistics for the outcomes of conflict reveals, the means range from 1.44 to 1.71. The mean result shows that employees of the organization mainly experience depression and lower job motivation (M=1.70, SD=0.460) and consider a job change (M=1.71, SD=0.454) as a result of conflict. The result also shows that they experience decline in cooperation at a lower level (M=1.44, SD=0.497).

Since the last objective of the study is to assess the structure and coherence of the dysfunctional conflict, the collected response for the outcomes of conflict were subjected to hierarchical cluster analysis using Ward's method and squared Euclidian distance (standardized). This statistical method aids the process of finding relatively homogeneous clusters of cases among the data set.

Figure 4.2: Outcomes of Conflict



Dendrogram of cluster solutions (hierarchical cluster analysis using Ward's method and squared Euclidian distance between observations).

O4A= Decline in performance, **O4B**= Hostility towards colleagues, **O4C**= Decline in cooperation, **O4D**= Depression and lower job motivation, **O4E**= Considering a job change, **O4F**= Diversion of energy from work, **O4G**= Developing health problem.

As the dendrogram values in the above table reveals variables having high similarity are clustered close together. The proximity observed between outcomes of conflict on y-axis indicates that perceived association between different outcomes of conflict. This is supported by the proximity coefficient on the x-axis where lower order outcomes of conflict (clusters) come together to form more embracive clusters and constructs.

As the Figure 4.2.indicates; hostility towards colleagues and decline in cooperation are closely associated which when they are clustered together they show the effect of conflict on relations between colleagues. Consistent with Hotepo et al's (2010) observation, manifest of conflict leads

to reducing in cooperation. The dendrogram also shows that experiencing depression and lower job motivation is associated with developing health problem; this will create an effect on the employee's physical and emotional wellbeing.

When we proceed to the next level of junction, decline in performance is united with hostility towards colleagues and decline in cooperation. This shows that when relationship between colleagues gets rough as a result of conflict, decline in performance will follow as a result of the existence of weak cooperation among employees. At almost the same position on the x-axis the dendrogram output reveals that, divergence of energy from work junctions with experiencing depression and developing health problem to show the general outcome of conflict on employees health (mental and physical) which in turn leads to the reduction of energy to exert on their work. Tonder, Havenga and Visagie(2008)depicted that, conflict creates depression and health problem in employees, which in turn seriously affects employee's physical, emotional and mental well-being. Considering a job change appears to be separate from employee's social well-being effect of conflict. These categories similarly suggests that the outcome of conflict in this organization reflects different degree severity with a considering a job change presumed to be less severe than developing health problem and social withdrawal. Regardless of the relatedness of these outcomes of workplace conflict categories, they all make up unwelcome outcomes for the employees and organization.

In general, hierarchical cluster analysis for this sample indicates that the experienced outcomes of conflict contributes to considering a job change, affect employee's physical and emotional wellbeing and a social impact which manifests a behavior of hostility towards colleagues and decline in cooperation which ultimately leads to a decline in performance.

CHAPTER FIVE: SUMMARY OF FINDINGS,

CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary of Findings

This study attempted to identify the types, causes and outcomes of workplace conflict in Wonji/Shoa Sugar. The study employed exploratory research design which aim to identify the most frequently occurring conflict type, the major causes of conflict in the organization and the outcomes of these conflicts on the employees and the organization. It uses both primary and secondary sources of data to conduct the study. Questionnaires were used for primary data and books, articles, journals and other published materials for the secondary source of data. Out of a total population of 1327 a sample of 307 respondents were selected using stratified systematic sampling techniques. The findings of the study are:

- Concerning to the type of conflict that the respondents experience, majority of them which accounts for 194 (66.2%) agreed and strongly agreed that interpersonal conflict is the major type of conflict in the organization.
- Intergroup conflict holds the second major type of conflict in which 153 (50%) of the respondents agree and strongly agreed about its existence. For the remaining two types of conflict (intrapersonal and intragroup conflict), majority of the respondents do not experience them in their workplace.
- Regarding causes of conflict in the organization, three major causes of conflict are identified, which collectively accounts 55.268% of the total variance. The first cause is a personal factor that encompasses four items which accounts for 23.3% of the variance of the original items. The second is communication factor comprised of three items, which captures 18.5% of the total variance. The third cause is structural factor which is comprised of two items with a variance of 13.3.
- Concerning the outcomes of conflict; when experiencing depression and lower job motivation is associated with developing health problem, impact on the employee's physical and emotional wellbeing which results on reduced energy to exert on their work.

- Hostility towards colleagues and reduced cooperation among employees (arising out of conflict) results in decline in performance and productivity of the employees.

5.2. Conclusions

Since workplace is composed of peoples from diverse environment having different interest, values, opinion, personality and attitude, the existence of conflict is undeniable. The key elements in conflict seem to include: opposing interests between individuals or groups, recognition of such opposition, the belief by each side that the other will thwart (or has already thwarted) their interests, and actions that actually produce such thwarting. Handling workplace conflict is the most challenging but very important task for management to create peaceful and harmonized work environment in the organization.

This study investigates types of conflicts that exist in the organization, factors creating workplace conflict and their effects in the organization. As per the research's objective and from the collected and analyzed data from Wonji/Shoa Sugar Factory it can be concluded that; interpersonal conflict and intergroup conflict are the major type of conflict that exists in the organization. In addition intragroup conflict is found to be less frequently experienced conflict type in Wonji/Shoa Sugar Factory.

From the empirical results concerning causes of conflict, there is convincing evidence that many of the factors identified by the study are causes of conflict in the organization having different degree. From the nine causes of conflict identified, 'personal factors' which incorporates attitude of the respondents, emotion of the respondent, personality of the respondent, and lack of communication skill appears to be the major causes of conflict followed by communicational factors (information overload, error in perception and goal difference) and structural factors (Reward system of the organization, Resource scarcity) being second and third causes of conflict in the organization respectively.

Concerning to the outcomes of workplace conflict on organizations, dysfunctional conflict is a major barrier for productivity because, due to workplace conflict work will be interrupted and employees may be physically, emotionally and mentally injured. By looking at the Dendrogram drawn using Euclidian distance measure which depict similarity-dissimilarity

between effects of conflict, it can be inferred that, considering a job change is the most obvious and common consequence of these three equally undesirable effect of conflict. Dendrogram result also shows that, the hostility towards colleagues and decline in cooperation affects the social relationship of the employees in increasingly severe manner, followed by the effect of conflict on employees' physical, emotional and mental well-being which is caused as a result of depression and lower job motivation, and developing health problem.

5.3. Recommendations

5.3.1. Recommendations from the Study

As stated in the statement of the problem, identifying and understanding the causes and outcomes of workplace conflict are very basic and mandatory requirements for managers who would like to move towards improving the quality of outputs and increase overall organizational performance. Thus, from the empirical findings of the study, the following recommendations are drawn.

In order to minimize the most frequently occurring conflict in the organization which is interpersonal conflict and develop a tight relationship among employees, it is better if the organization creates some social programs in which its employees can come together and share what problems they have with each other. By doing so, they may be able to overcome their differences and minimize the gap between them. These programs are like special trips, get together, recreational tours and the like.

Since the major cause of conflict in Wonji/Shoa Sugar Factory is due to personal factors, it is better if the management try its best to solve employee's personal problem by openly discussing about their life outside the organization's premises. This will create the feeling that the organization is concerned about their well-being, which in turn motivates the employees to exert their maximum effort on their work.

It is recommended if the managers in the organization equip themselves with a mechanism to settle high emotional expressions and feelings, and an appropriate remedy may be taken accordingly.

It's better if efforts are made regarding the problem of communication; this will help the organization to overcome causes of conflict as a result of communicational factors. It will be better if the organization modifies its communication channel through which information flows, this will enable the employees to receive original information without distortion. All the necessary information may also be disseminated to the employees timely to avoid any conflict that arises as a result of delayed information.

The reward system of the organization requires great improvement. There should be clear cut procedures for rewarding employees in the organization. The reward provided is also supposed to have both internal and external equity. In order to reduce employee dissatisfaction on the reward system, it is recommended if the organization develops several incentive schemes in which every individual gets fair treatment. As mentioned earlier, internal and external equity has to be kept to avoid those problems.

Regarding with overcoming conflict that arises due to resource allocation, it is better if the organization develops policies aimed at fair and equitable resource sharing. In addition to this, managing resources in a manner that helps alleviate scarcity may be effective for preventing the outbreak of violent conflict.

Finally, by understanding the impact of conflict on employee's social relationship and on their physical and mental well-being, it is better if the organization prepares a special training program for its employees so that employees can gain new knowledge, training, and the lessons from past experience of others. It will be also necessary to provide basic information and understanding about conflicts and how to deal with them.

5.3.2. Recommendations for Further Study

In the current study, the range and nature of sources of conflict and its outcome have been constrained by the theoretically inductive approach adopted by the researcher in

conceptualizing the source and outcome of workplace conflict. The result of the Principal Component Analysis (PCA) suggests that more potential sources of conflict exist than those reliably extracted. Other researchers are recommended to concentrate on the theoretically elaborated and refinement of the measures employed in this study.

Since this study provides the common types of conflict, the major causes and their outcomes in Wonji/Shoa Sugar Factory, it's recommended that further researches undertaken on providing the resolution mechanisms that are suitable to the identified types, causes and outcomes of workplace conflict.

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APPENDIX 1

SPSS output of Reliability Analysis

For types of conflict

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.724	.740	4

For Causes of Conflict

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.782	.808	9

For Outcomes of Conflict

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.767	.784	7

Source: SPSS Output

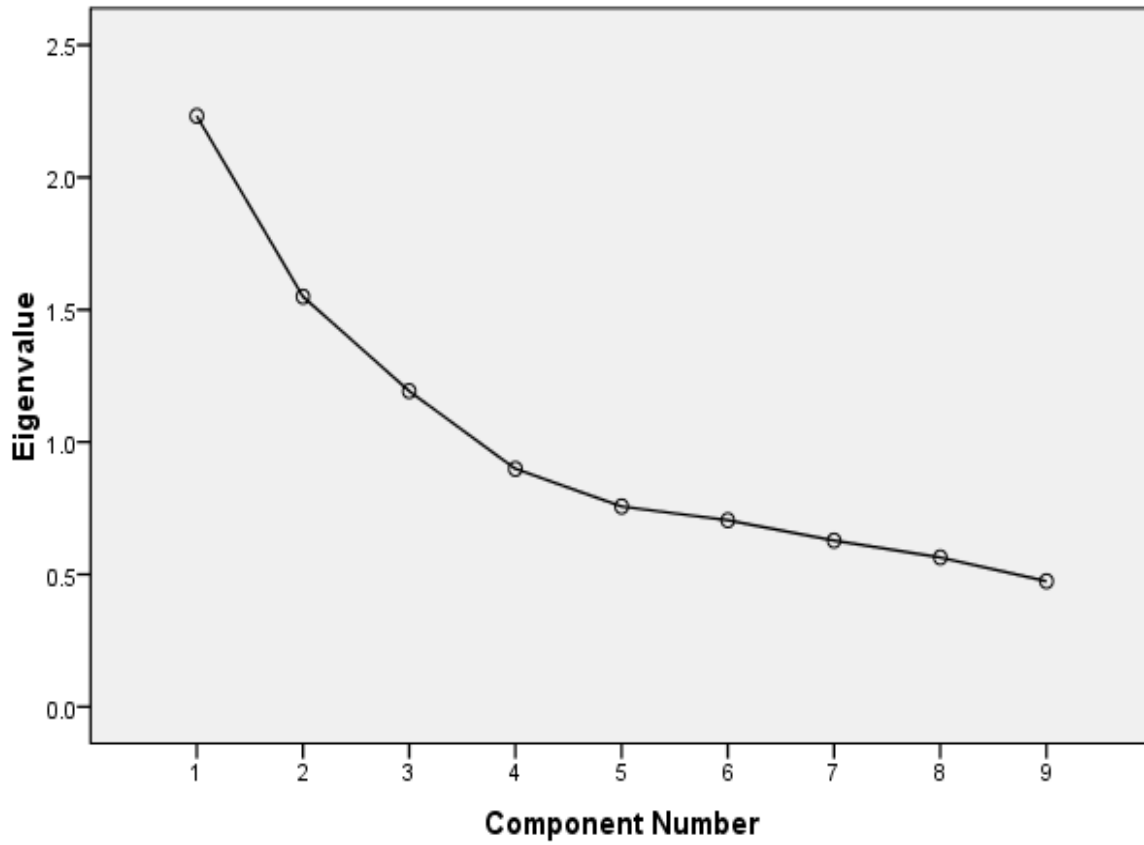
B. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.232	24.802	24.802	2.232	24.802	24.802	2.100	23.339	23.339
2	1.549	17.215	42.017	1.549	17.215	42.017	1.668	18.538	41.876
3	1.193	13.251	55.268	1.193	13.251	55.268	1.205	13.392	55.268
4	.899	9.985	65.254						
5	.757	8.406	73.660						
6	.705	7.829	81.488						
7	.628	6.977	88.465						
8	.564	6.266	94.731						
9	.474	5.269	100.000						

Source: SPSS Output

C. Scree Plot

Scree Plot



Source: SPSS Output

D. Table of Anti-image Correlation

Anti-image Correlation	Emotion of the respondent	.723^a	-.274	-.217	.031	-.065	.010	-.150	.060	-.169
	Personality of the respondent	-.274	.757^a	-.197	-.021	-.020	-.062	-.077	.022	-.003
	Attitude of the respondent	-.217	-.197	.681^a	.116	-.174	-.066	-.292	.131	-.031
	Information overload	.031	-.021	.116	.563^a	-.279	-.300	-.091	.058	-.067
	Goal difference	-.065	-.020	-.174	-.279	.651^a	-.173	.072	-.084	-.078
	Error in perception	.010	-.062	-.066	-.300	-.173	.616^a	.060	.005	.131
	Lack of communication skill	-.150	-.077	-.292	-.091	.072	.060	.670^a	-.120	.022
	Reward system of the organization	.060	.022	.131	.058	-.084	.005	-.120	.698^a	-.164
	Resource scarcity	-.169	-.003	-.031	-.067	-.078	.131	.022	-.164	.552^a

a. Measures of Sampling Adequacy(MSA)

Source: SPSS Output

APPENDIX 3

Questionnaire

Dear Respondents

This questionnaire is prepared by a graduate student from Jimma University, College of Business and Economics; for the purpose of understanding the effect of conflict towards organizational performance in Wonji Sugar Factory. This questionnaire is meant to secure relevant data to the study which is believed to come up with valuable recommendations for problems observed (if any). Therefore, your genuine support in responding to the raised questions has paramount importance for the attainment of the study's objectives. Furthermore, the secrecy of all the information that you will provide is confidential. Hence, I earnestly request you to fill the questionnaire carefully. Thank you in advance for your cooperation.

General instruction

- There is no need to write your name
- Close- ended questions are answered by placing a tick (✓) mark with in the box.
- The questionnaire will contain **four** parts
- Selecting more than one item in case of close ended questions is possible.

Part One: Respondent's profile

1. Sex: Male Female
2. Age: 18-25 26-35 36-45 46 and above
3. Educational level:
 Below Grade 12 BA/ BSC
 12th Grade complete A/ MSC
 Certificate from technical and vocational institution
 Diploma

4. Year of experience in the organization

Below 1 year

1-5 years

6-10 years

10-15 years

Above 15 years

5. Marital Status

Single

Married

Divorced

Part Two: Types of Conflict

6. What types of conflict did u experience while working in the organization?

Constructs	Question items	Likert Scale				
		SDA	DA	N	A	SA
		1	2	3	4	5
Intrapersonal Conflict (3 items)	I most of the time enter into conflict because I lack the required ability for the particular job					
	I feel frustrated in work.					
	I am dissatisfied with the facility, rule and regulation the organization follow					
Interpersonal conflict (3 items)	I continually enter into disagreement with other's over choice of work and resource					
	I usually have difficulty in getting along with others					
	I compete with others for recognition, approval and promotion					
Intergroup conflict (1 items)	My group attempts to achieve its goal at the expense of the goal attainment of other group in the organization					
Intragroup conflict (2 items)	I often enter into disagreements and misconception between my team members as a result of personal issues					
	I often enter into disagreements and misconception between my team members as a result of task related issue					

Part Three: causes of conflict

7. How do you agree about the following Personal factors as causes of workplace conflict in your organization?

Constructs	Question items	Likert Scale				
		SDA	DA	N	A	SA
		1	2	3	4	5
Emotion (4 items)	Whenever I've negative feeling I fail to perform my job effectively					
	When I am angry I usually enter into disagreement with my colleagues					
	I'll be angry when my supervisor criticized my work					
	I don't have the energy to work and communicate when my feeling is down					
Personality (3 items)	I'm not comfortable working in wide divers work environment					
	I often fail to avoid difficult conversations that; a problem just go away					
	I don't have the ability to reason logically, collaborate, and network with others					
Attitude (2 items)	I feel that my skill set is not adequate enough to perform at the same level as my co-worker					
	When I feel pressured in many different aspects of life, I sometimes lash out in non-productive ways.					

8. How do you agree about the following **Communication Factors** as causes of workplace conflict in your organization?

Constructs	Question items	Likert Scale				
		SDA	DA	N	A	SA
		1	2	3	4	5
Information overload (2 items)	Instead of providing quality information, I focus on quantity of information					
	I usually fail to provide information most of the time					
Lack of communication skill (3 items)	My supervisor/manager fail to use sincere, clear, concise, and kind words during communication					
	I fail short to give time and attention while communicating with colleagues and supervisor					
	I don't have the ability to logically reason, to collaborate and network with others.					
Error in perception (items)	I mostly judge co-workers the first time I meet them					
	I usually get misperceived by my co-workers.					

9. How do you agree about the following **Structural Factors** as causes of workplace conflict in your organization?

Constructs	Question items	Likert Scale				
		SDA	DA	N	A	SA
		1	2	3	4	5
Goal differences (2 items)	I'm uncertain about what task is expected from me to do.					
	I usually face a clash over one's role in the organization					
Reward system (3 items)	I feel unsatisfied with the reward system that the organization follows					
	I usually enter into argument with my manager as a result of reward system					
	I don't feel comfortable to work in harmony with those who receive unfair reward					
Resource scarcity (2 items)	There is no enough resource to perform my job					
	I do whatever it takes to secure my resource need					

Part Four: Effects of Conflict

10. Which of the following **effects** did you experience while working in the organization? You can mark more than one item if any.

Decline in performance

Hostility towards colleagues

Decline in cooperation

Experiencing depression and lower job motivation

Considering a job change

Diversion of energy from work

Developing health problem

ጅማዩኒቨርሲቲ
የንግድ አስተዳደር ት/ት ክፍል
ድህረ ምረቃ ፕሮግራም

ይህ መጠይቅ የተዘጋጀው በጅማዩኒቨርሲቲ የሁለተኛ ዓመት የንግድ አስተዳደር የድህረ ምረቃ ተማሪ ሲሆን ፤ ዓላማውም በወንጂ ሸዋስኪ ርፋብ ሪፖርት ስር በሰራላይ የሚነሱ ግጭቶች በድርጅቱ ውጤታማነት ላይ ያላቸውን ተፅዕኖ ለመዳሰስ ነው።

በመሆኑም ይህ ጥናት የድርጅቱን ግርላ መፍታት ስራ ምን ግሩን ለመፍታት የሚጠቅሙ መፍትሄዎችን ለመጠቀም እንደሆነ በመገንዘብ ለጥናቱ ትክክለኛነት የእናንተው መረጃ ሙሉ መሆን እንደሚጠበቅ ለመሆኑ ሁሉንም ጥያቄዎች በጥንቃቄ እዲ መልሱልኝ በትህትና እጠይቃለሁ።

እርስዎ የሚሞሉት መጠይቁ ሙሉ በሙሉ ሚስጥራዊነቱ የተጠበቀ ለጥናቱ አላማ ብቻ የሚውል መሆኑን ከወዲሁ እንገልጻለሁ።

ጠቅላላ መመሪያ

- ስሞትን መጻፍ አይጠበቅብዎትም
- መጠይቁ 5 ክፍሎች ይኖሩታል
- ለጥያቄዎቹ መልስ ይሆናሉ ብለው ያስቡት ላይ ጥንላይ (✓) ምልክት ያኑሩ
- ለመጠይቅ ክፍል 4 ከአንድ በላይ መልስ መስጠት ይችላሉ

ክፍል 1: ጠቅላላ መረጃ

1. ያታ ወንድ ሴት
2. እድሜ 18-25 26- 36 46 እና ከዛ በላይ
3. የትምህርት ደረጃ
12 ተኛ ያላጠናነቀ ዲፕሎማ
12 ተኛ ያጠናቀቀ BA/ BSC ዲግሪ
ሠርተፍኬት ከቴክኒክና ሙያ SC ዲግሪ
4. የስራ ልምድ
ከ1 ዓመት በታች 1-5 ዓመት 6-10
10-15 ዓመት ከ15 ዓመት በላይ
5. የጋብቻ ሁኔታ
ያላገባ/ች ያገባ/ች አግብቶ/ታ የፈታ/ች

መመሪያ: ከዚህበታችላሉት 2 ክፍሎች (ከክፍል 2 - ክፍል 3) ላሉት ጥያቄዎች

በጣም የማይስማሙኩም ከሆነ 1 ላይ

የማይስማሙኩም ከሆነ 2 ላይ

መካከለኛ ከሆነ 3 ላይ

የሚስማሙኩም ከሆነ 4 ላይ

በጣም የሚስማሙኩም ከሆነ 5 ላይ የ (✓) ምልክት ያኑሩ

ክፍል 2: ድርጅቱ ውስጥ ስላሉት የግጭት ግዴታዎች

6. ድርጅቱ ውስጥ በሚሰሩበት ወቅት ምን ዓይነት ግጭት ገጥሞት ያውቃል?

Constructs	ጥያቄዎች	Likert Scale				
		1	2	3	4	5
ከራስ ጋር ስለ ሚፈጠር ግጭት (3 ዘርፎች)	ብዙውን ጊዜ ግጭት ውስጥ የምገባው ስራውን ለማከናወን በቁየሆነብ ቃት ስለሌለኝነው					
	አብዛኛውን ጊዜ በስራ ላይ የመሰላቸት ስሜት ይሰማኛል					
	ድርጅቱ በሚከተለው የስራ ሂደት፣ ህግ እና ደንብ ደስተኛ አይደለሁም					
ከሌላ ግለሰብ ጋር የሚፈጠር ግጭት (3 ዘርፎች)	አብዛኛውን ጊዜ በስራ መረጣዬ ሪያክሎች ጋር ግጭት ውስጥ እንገለጻለሁ					
	አብዛኛውን ጊዜ ከድርጅቱ ሠራተኞች ጋር ተስማምቶ መቀጠል ያስች ግረኛል					
	በድርጅቱ ውስጥ እውቅና፣ እድገት እንዲሁም ድጋፍ ለማግኘት ከሌሎች ሠራተኞች ጋር ውድድር ውስጥ እንገለጻለሁ					
ከሌላ በድንጋር የሚፈጠር ግጭት (1 ዘርፍ)	እኔ ያለሁበት የስራ ቦታን የራሱን ግብሎችን ጥቅም ላይ ማድረግ ያዘበመን ገደብ ለማሳካት ጥረት ያደርጋል					
ከራስ በድንጋር የሚፈጠር ግጭት (2 ዘርፎች)	አብዛኛውን ጊዜ ከሌሎች ከሌሎች ጋር በግልጽ ይገናኙኝ እና አለመግባባት ውስጥ እንገለጻለሁ					
	አብዛኛውን ጊዜ ከሌሎች ከሌሎች ጋር በስራ ጉዳይ ምክንያት አለመግባባት ውስጥ እንገለጻለሁ					

ክፍል 3: ድርጅቱ ውስጥ ስላሉት ግጭቶች መንስኤ

7. ከታች ስላሉት ግጭት የሚፈጥሩ የግል መንስዔዎች ያለዎት አመለካከት እንዴት ነው?

Constructs	ጥያቄዎች	Likert Scale				
		1	2	3	4	5
ስለ ስሜት (4 ዘርፎች)	መጥፎ ወይም አሉታዊ ስሜት በሚሰማኝ ጊዜ ስራዬን በተገቢ ሁኔታ ማከናወን ያስቸግረኛል					
	በአንዳንድ ጉዳዮች ምክንያት በምናደድገዎት ጊዜ ስራ ላይ ለሌሎች ጋር አለመግባባት ውስጥ እገባለሁ					
	የቅርብ አለቃዎች ስራዬን ካጣጡ በኋላ ለምሳሌ አደጋ ላይ					
	ውስጤ መጥፎ ስሜት ሲሰማኝ ለመስራት ምሆነክ ላይ ለሌሎች ጋር ለመግባባት አቅም አይኖረኝም					
ስለ ማንነት (3 ዘርፎች)	በጣም ልዩነት ባለበት የስራ አካባቢ ላይ ስራ ምችት አይሰማኝም					
	አብዛኛውን ጊዜ አስቸጋሪ የሆነ ግንግር ውስጥ ስገባ ራሴን መቆጣጠር ለሚያስቸግረኝ ግርዶፊጠራል					
	ለነገሮች ምክንያት ባለመሆን፣ አብሮ ለመስራት እንዲሁ ምቁር ኝት ለመፍጠር ብቃቴ የለኝም					
ስለ አመለካከት (2 ዘርፎች)	ራሴን ከሌሎች የስራ ላይ ለሌሎች ጋር ሳይጸና ስራዬን ለማከናወን ብቃት እንደሌለኝ ይሰማኛል					
	በተለያዩ የህይወት ምክንያቶች ጭንቀት ሲሰማኝ ስራዬን ውጤታማ ማሆኑን መንገዶች ወደ ወደ ማከናወኑ አጋድላለሁ					

8. ከታች ስላሉት ባለመግባባት ምክንያት የሚፈጥሩ የግጭት መንስዔዎች ያለዎት አመለካከት እንዴት ነው?

9. ከታች ስላሉት በድርጅቱ አወቃቀር ምክንያት የሚፈጥሩ የግጭት መንስዔዎች ያለዎት አመለካከት እንዴት ነው?

Constructs	ጥያቄዎች	Likert Scale				
		1	2	3	4	5
የመረጃ መደራረብ (2 ዘርፎች)	ለአለቃዎች ጥራት ያለው መረጃ ከመስጠት ይልቅ ብዛት ያለው ያለው መረጃ ወደ መስጠት አተኩራለሁ					
	አብዛኛውን ጊዜ ለቅርብ አለቃዎች በተገቢው ጊዜ መረጃ ማስተላለፍ አይሳካልኝም					
የመግባቢያ ችሎታ እጥረት (3 ዘርፎች)	ከአለቃዎች ጋር በምንጋገርበት እና ትዛዝ በሚሰጠኝ ጊዜ ግልጽ እና ትህትና የተሞላበት ቃላትን አይጠቀምም					
	ከአለቃዎች እና ከስራ ላይ ለሌሎች ጋር በምንጋገርበት ወቅት አትኩሮት መስጠት ያስቸግረኛል					
የግንዛቤ ስህተት (2 ዘርፎች)	አብዛኛውን ጊዜ ስለስራ ላይ ለሌሎች ጋር ማህበራዊ ግንኙነት ሁኔታዎቻቸው ወሳኔ ላይ እደርሳለሁ					
	አብዛኛውን ጊዜ የስራ ላይ ለሌሎች ስለኔ ማህበራዊ የተሳሳተ አመለካከት አላቸው					

	ጥያቄዎች	Likert Scale				
		1	2	3	4	5
የግብልዩነት (2 ዘርፎች)	ከእኔምንአይነትስራእንደሚጠበቅብኝእርግጠኛአይደለሁም					
	አብዛኛውንጊዜከስራባልደረቦቼየስራግብጋርእጋጫለሁ					
የሽልማትዘዴ (3 ዘርፎች)	ድርጅቱበሚከተለውስራተኞችንየማበረታቻሽልማትዘዴደስተኛአይደለሁም					
	አብዙውንጊዜበድርጅቱየአሽላለምመንገድምክንያትከአለቃዬጋርጭቅጭቅውስጥእገባለሁ					
	ያለአግባብከተሸለሙስራተኞችጋርተግባብቶበሀብረትመስራትምቸትአይሰጠኝም					
የጥሬዕቃአቅርቦትእጥረት (2 ዘርፎች)	ስራዬንበተገቢውሁኔታለማከናወንበቁሆነየእቃአቅርቦትየለም					
	ስራዬንለማከናወንየሚረዳኝንጥሬእቃለማግኝትማንኛውንምነገርአደርጋለሁ					

ክፍልአራት:ስለግጭትውጤቶች

10. በድርጅትውስጥበሚሰሩበትወቅትከታችከተዘረዘሩትየግጭትውጤቶችመካከልየትኛውደርሶበትያውቃል

- የስራአፈጻጸምብቃትመቀነስ
- ከስራባልደረቦችጋርመቃቃር
- ከስራባልደረቦችጋርያለኝየስራትብብርመቀነስ
- ድብርትናለስራያለኝተነሳሽነትመቀነስ
- ስራለመቀየርማሰብ
- ለስራየማወጣውንጉልበትመቀነስ

የጤናችግርመፈጠር

APPENDIX 4

Organizational Structure of Wonji/Shoa Sugar Factory

