

Workplace Conflict; Causes and its Outcome in case of METEC

***A Thesis Submitted to the School of Graduate Studies of Jimma University in
Partial Fulfillment of the Requirement for the Award of the Degree of Master of
Public Management (MPM)***

By:
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COLLEGE OF BUSINESS AND ECONOMICS
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Workplace Conflict; Causes and its Outcome in case of METEC

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MPM PROGRAM

SEPTEMBER 5, 2017

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DECLARATON

I hereby declare that this thesis entitled “Workplace Conflict: Causes and its Outcome in case of METEC”, has been carried out by me under the guidance and supervision of Mr Taye Amogne and Mr Wendmu Abule.

The thesis is original and has not been submitted for the award of any degree or diploma to any University and institutions.

Researcher’s name

Date

Signature

CERTIFICATE

This is to certify that the Thesis entitles “Workplace Conflict: Causes and its Outcome in case of METEC”, submitted to Jimma University for the award of the degree of masters of Public Management and is a record of bonafide research work carried by MR Temesgen Yirgu under our guidance and supervision.

Therefore we hereby declare that no part of this thesis has been submitted to any other University or institutions for the award of any degree or diploma.

Main advisor’s name

Date

Signature

Co advisor’s name

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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 result of poorly managed conflict can take an enormous consequences on employee's as well as the organizations performance. The purpose of this study is to assess causes of workplace conflict and its outcome on employees of METEC, Metals and Fabrication Industry. Cross section research design with mixed research approach was employed together with Correlation and regression to conduct the research. The dependent variable of the study is conflict and the independent ones are communicational factor, organizational structure, personal behavior as well as harassment and violence that have outcomes that are dysfunctional. Questionnaires had been used as data gathering tool. Purposive/judgmental sampling is used for the purpose of collecting information by using questionnaire. Data had been collected from METEC, Metals and Fabrication Industry human resource department. A total of 256 sample respondents were involved as respondents of the study but only 239 respondents response was analyzed and interpreted using descriptive (using percentage, and frequency, mean scores) and inferential statistics (using Pearson Correlation coefficient and multiple linear regression). And finally it was recommend that for the major cause of conflict in METEC, Metals and Fabrication Industry i.e. Personal factors, the management needs to solve employee's personal problem by openly discussing about their life outside the organizations premises and recommended to the corporation to modify its communication channel through which information flow.

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ACRONYMS/ABBREVIATIONS

- SPSS- statistical package for social science
- METEC- Metals and engineering corporation
- P-P plot- Probability plot
- VIF- Variance inflation factor
- ANOVA- Analysis of variance
- MA- Master of art
- MSC- Master of science

CHAPTER ONE (1)

1. INTRODUCTION

1.1 Background of the study

The concept of conflict, because of its ubiquity and pervasive nature, has acquired a multitude of meanings and connotations, presenting us with nothing short of semantic jungle. Like other terms, conflict generates considerable ambivalence and leaves many scholars' and administrators quite uncertain about its meaning and relevance; and how best to cope with it. Conflict situations are inevitable in one's personal life, in organizations or even between nations. Conflict is a process in which one party suggests that its interests are being opposed by another party. As a rule, people see only the observable aspect of conflict – angry words, actions of opposition, etc. But this is only a small part of the conflict process (Mashanne and Glinow, 2008).

The need for a new approach to workplace dispute resolution has become a central focus of public employment policy Gibbons (2007). More broadly, it has been argued that developing an organizational culture in which dissent is welcomed is a crucial component of effective 'integrated systems of conflict management' (Lipsky et al., 2003).

According to Kazimoto (2013), workplace conflict is described as the presence of discord that occurs when goals, interests or values of different individuals or groups are incompatible and frustrate each other's' attempt to achieve objectives in an organization. It is a communication process and an inevitable consequence of transactional relationship manifesting in disagreement and dissonance with and between individuals and groups in the work-environment. In this context, workplace conflict is a fact of life in any organization as long as people will compete for jobs, power, recognition and security (Adomie and Anie, 2005)

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).

They see one another as adversaries and not as partners working towards a common goal as the case should be in the organization. There are potentials for conflict in practically every decision that the manager must make. Coping efficiently and effectively with potential and beneficial conflicts is possibly one of the most important aspects of the manager's position (Nebgen, 1978).

Rahim (2011) 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 major causes of conflict and their outcomes at METEC, Metals and Fabrication Industry employees.

1.2 Background of the organization

For the past twenty years, considerable effort has been exerted tirelessly to permanently end poverty, an attribute that had been associated with Ethiopia for a long time. As a result of this effort, great success has been achieved, compared to the long history of the country, where drastic results have been recorded across all sectors during these years.

The agricultural sector has been the main driver of the economy in Ethiopia and plays the biggest role in contributing to GDP and for the recorded changes in growth as compared to other economic sectors.

Agriculture has created and is creating conducive situations which enable the transformation to industrialization. The Growth and Transformation Plan (GTP) is paving the way towards industrialization with the goal of elevating Ethiopia to become a middle income country.

The Metals and Engineering Corporation (METEC) is one of the institutions established by the Federal Democratic Republic of Ethiopia (FDRE) to enable the realization of the government's Growth and Transformation Plan (GTP) and to accelerate the ongoing transition of Ethiopia into industrialization and becoming a middle -income country.

Since the establishment of METEC as a public enterprise by the Council Of Ministers regulation number 183 /2002, METEC has been working tirelessly towards the realization of its vision, mission and objectives. Currently, METEC is comprised of 15 semi-autonomous, and integrated manufacturing companies that are operating in more than nine different sectors. In addition to supporting key stakeholders in the public sector, the METEC companies were established for developing their respective private sector value chains and accelerating the technological capacity of the country. Most of the METEC companies are situated in the Addis Abeba – Adama corridor where higher education institutions, R & D, manufacturing and the supplier ecosystem are forming industry pre - clusters and clusters that are conducive for innovation.

1.3. Statement of the Problem and Research Questions

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 (Fasil D, 2013).

Well resolved conflict can give the organization benefits that were not expected. The example of this statement can be increased understanding among colleagues due to the discussion needed to resolve the conflict. The discussion could expand people's awareness on how to achieve goals and understanding without undermining those of other people. Mankletow and Carlson (2005). Another outcome of effective conflict resolution is increased group cohesion with mutual respect and "renewed faith in their ability to work together" Mankletow and Carlson (2005) as well as improved self-knowledge and understanding their own values.

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

The concept of conflict has been studied several times from different perspectives in the world. This research identifies the causes and dysfunctional outcomes of workplace conflict on organization as well as to an individual employee, which is not yet deeply studied in Ethiopia. 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. Fasil (2013) undertakes a research on the causes and its outcome of wonji sugar factory that shows major causes and dysfunctional outcome towards an individual employee.

This research work focused on assessing conflict and its contributing causes to show their outcome to the organization and the employee. These independent variables were personal behavior, organizational structure, harassment and violence as well as communicational factors. The only dependent variable of this study was conflict.

Conflict emerges in an organization when an individual perceives that his goals are threatened or hindered by the activities of another person. As to the knowledge of the researcher, the issue of conflict in case of METEC, Metals and Fabrication Industry had not been studied yet and on the basis of the data obtained from METEC research and community service office, while the researcher was conducting a preliminary interview, the researcher was initiated to analyze the extent to which the above mentioned factors were affecting conflict at the corporation.

In particular the research paper answers the following questions.

- What are the causes of conflict at the corporation?
- Is there a relationship between personal behavior and conflict?
- Is there a relationship between organizational structure and conflict?
- What are the outcomes of conflict in METEC, Metals and Fabrication Industry employees?

1.4 Objectives of the study

The general objective of the paper is to assess the causes of conflict and their dysfunctional outcome in METEC, Metals and Fabrication Industry employees.

In addition to the general objective stated above, the specific objectives of the study are the following:-

- To investigate causes of workplace conflict in the corporation
- To examine the relationship between personal behavior and conflict
- To examine the relationship between organizational structure and conflict
- To investigate the outcomes of conflict at METEC, Metals and Fabrication Industry.

1.5 Significance of the study

This study will be of value to the following groups of people:

For Scholars they gain more knowledge on the relationship between conflict and (Personal behavior, organizational structure, communicational factor and harassment and violence). They acquire an insight (awareness) into what are the benefits the relationship between conflict and its dysfunctional outcome.

They also are able to use the findings of this study to prove various theories and to use the study as a basis for further research on other variables not included in this study. Concerned specialists in the organization shall also be able to understand how the variables used in the study interact with each other and to use the information from the study to design better job area for the employee and the organization.

The study could also be useful to the corporation's administration to understand causes and its dysfunctional outcome to the organization as well as to an individual employee and hence improve conflict management practices of the corporation.

1.6. Scope of the study

For the sake of quality and specialization, this study had focused only on assessing causes that create dysfunctional conflict outcome of METEC, Metals and Fabrication Industry in light of the variables of strategy on personal behavior, organizational structure, harassment and violence and communicational factors in METEC, Metals and Fabrication Industry. And this study was limited to the workplace conflict at METEC, Metals and Fabrication Industry its permanent daily laborers as the preliminary interview indicated more prevalence of conflict on the area.

The study basically has focused on investigating the causes and outcomes of conflict that create dysfunctional type of conflicts and affect performance of the organization and have consequences at individual level. 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.

1.7 Limitation of the study

As the researcher concentrated on some parts of the study other scholars can do other researches by other broad scopes related with the research topic. 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 METEC, Metals and Fabrication Industry employees, it's recommended that further researches undertaken on providing the resolution mechanisms that are suitable to the identified causes and outcomes of workplace conflict and look in to the functional side of conflict at workplace.

1.8 Structure of the Thesis

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 is reviews literature that is related to this study and shows framework of the study. The third chapter incorporates the methodology of the study which deals about what methods and materials are used. The Analysis, presentation, summary of the data collected from respondents and discussion and finding of the study 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 (2)

2. REVIEW OF LITERATURE

2.1 Theoretical literature

Conflict, an inevitable component of social life, has been highly prevalent in organizational settings where people work together Cosier & Ruble (1981). In response to growing demands for workplace harmony and productivity, effective conflict management is increasing its popularity. The literature on organizations acknowledges the potential for both negative and positive effects of conflict.

First this chapter outlines the definition of conflict, and differentiate it with related terms

2.1.1 Conflict definition

Even if there is no universally accepted definition; a lot has been said regarding conflict by different scholars in different times. Schramm -Nielsen (2002) defines a conflict as a state of serious disagreement and argument about something perceived to be an important issue by at least one of the parties involved in the conflict. According to Fajana (1995), conflict can be defined as a disagreement in between two or more parties who perceive that they have incompatible concerns. It exists whenever an action by one party is perceived as preventing or interfering with the goals, needs or actions of another party.

Opposing preferences Carnevale& Pruitt(1992); as the "process that begins when one party perceives that another party has negatively affected something that the first party cares about Kondalkar (2007); as a disagreement between two or more individuals or groups, with each individual or group trying to gain acceptance of its views or objective over others.

Cahn and Abigail (2007) give a more differentiated definition of conflict, saying it exists when there is a problematic situation, differing perceptions and desired outcomes, interdependence, potential to adversely affect the relationship if unaddressed and a sense of urgency. To further complicate these issues a number of social scientists are unwilling

to try to define conflict and instead prefer to describe it by its features (Lulofs& Cahn, 2000).

Folger et al, (2005) defined conflict as the interaction of independent people who perceive incompatibility and the possibility of interference from others as a result of this incompatibility.

Conflict exists in organizations Ongori (2009) and arises when one or more persons try to ensure their preferred outcome is achieved to the exclusion of the other individuals' preferred outcome. Conflict is a process in which one party perceives that its interests are being opposed or negatively affected by another party Wall and Callister, (1995); McShane and Von-Glinow (2000) and can occur between individuals, groups, organizations and even nations (Rahim, 1983).

In spite of the many negative definitions of conflict, some scholars are of the conviction that conflict is necessary for authentic involvement, empowerment democracy and good leadership (Afful-Broni, 2007; Tjosvold, 1997). Putnam (1977) also believes that conflict could be used for balanced power, for improved communication, and to develop a foundation to manage differences. What makes conflict potentially hazardous is the fact that since a large number of people are unaware of how to identify it or deal with it when it initially occurs, it tends to be more recognizable mostly when its effects have come to high level into destructive, sometimes irreparable levels.

2.1.2. Complaints

According to Collins,S.D (2009) A complaint is an expression of divergence in opinion or the viewpoint between two parties reflecting one party's dissatisfaction. A complaint is a lower level of conflict. Its resolution requires minimal and mutual commitment and engagement from the two parties.

2.1.3 Disputes

According to Collins, S.D (2009), disputes have their origins in disagreements between the individuals. The disagreement becomes a dispute when one or the other party cannot accommodate the consequences of the disagreement, and insists on having it resolved because the party feels interests are undermined when the disagreement remains unresolved. When the dispute is not resolved in due time, it degenerates into a conflict.

2.1.4 Workplace

The workplace is defined by Masters, M.E and Albright R.R (2002), as “*the setting in which work is performed*”. It can be interpreted as a physical location at which people interact in the process of producing goods or services for an organizational purpose. .

2.1.2 Different Views of Conflict

Widely held views of conflict today indicate that conflict can be bad, good or ugly. The three main views of conflict, which have been advanced by researchers, can be used to explain the above assertion. These views are: the traditional, the human relations and the interactionist views of conflict. The bad view of conflict is advocated by the traditionalists while both the human relations and the interactionist approach to conflict advocate for the good and functional view of conflict. The ugly view is usually associated with the integrationists who believe that if conflict is not managed effectively, it may get out of hand, thus becoming ugly.

2.1.2.1 Traditional View

The traditional view of conflicts has been around since late nineteenth century. According to this view, a conflict is always bad for an organization or has always negative impact. It always leads to failure and always will lead a negative impact on the performance of an organization (Robert Bacal 2010). According to this view, a conflict is the same as violence, destruction and irrationality.

According to the traditional view, a conflict should always be avoided at all costs. The manager should try to reduce, suppress eliminate or avoid it. The manager could be allowed

to take authoritative approach to avoid conflicts in the organization. The drawback with this view is that the root cause of the conflict is left being not determined (InésMartínez-Corts, 2011).

2.1.2.2 The Human relations View (Managed View)

The other name of human relations view is managed view. While the traditional view relates the conflicts with destruction and a negative impact and tries to ensure the avoidance of conflict, the human relations view acknowledges the prevalence of conflict in an organization. According to this view, in an organization, conflict is incapable of being avoided and natural. A conflict can also have the potential to have a positive impact on the performance of an organization (Robert Bacal, 2010). A conflict cannot be totally eradicated and there are times when this conflict may even have role in an organization's performance.

The managers have to accept conflicts and should try to manage it effectively instead of suppressing or totally avoiding it (Oseremen Ebhote and Monday Osemeke, 2015). They also should have not allow the conflict to increase more than a desirable level and they should also not leave the conflict unresolved. This may lead toward the decreased performance.

2.1.2.3 Interactionist View

The third view which is also the latest view is called the interactionist view of conflict. According to this view, a conflict is mandatory or necessary for an organization's better performance. According to Andersen (2009), a conflict helps an organization to cope with upcoming changes in an improved way (Andersen, 2009). This view encourages the conflicts based on the rationale that if there is no conflict at all in an organization, it may become stagnant, deficient in alertness or activities and non-responsive to needs for change and improvement (Robert Bacal, 2010).

2.1.3 Sources of conflict

As proposed by American psychologist Daniel Katz., conflict arises primarily due to these three:

2.1.3.1 Economic conflict is brought about by a limited amount of resources available. The groups or individuals involved then comes into conflict to gain the most of these limited or scarce resources, thus bringing forth hostile behaviors among those involved.

2.1.3.2 Value conflict is related with the varied preferences and imaginary or visionary theorization that people have as their own personal principles. Conflicts driven by this factor are demonstrated in wars in which separate parties have sets of beliefs that they assert (in an aggressive manner at that).

2.1.3.3 Power conflict occurs when the parties involved intends to maximizing what influence it has in the whole social setting. Such a situation can happen among individuals, groups or even at nationwide. In other types of conflict, power is also evident as it involves an asserting of influence to another.

Conflict is a natural phenomenon; the clashing of thoughts and ideas is a part of the human life experience. It is true that it can be destructive if not left under control. However at the same time, it shouldn't be seen as something that can only cause negative things to transpire. It is a way to come up with more meaningful realizations that can certainly be helpful to the individuals involved in it. These positive outcomes of conflict can be realized through an effective implementation of conflict resolution. Conflict can be seen as an opportunity for learning and away for understanding differences. Anyone can all live in a harmonious manner despite conflicts as long as it is known how to responsibly manage these struggles.

2.1.4 Causes of conflict at workplace

Basically, the factors of organizational conflict can be classified into three main categories: structural factors, which relate to the nature of the organization and the way in which work is organized, personal factors, which relate to differences between organizational members and communicational factor related with the communication path of the organization.

2.1.4.1 Structural Factors:

Auerbach and Dolan(1997), identified structural aspects of an organization which are likely to cause conflicts. They are specialization, common resources, goal differences, interdependence, authority relationships, status differences, jurisdictional ambiguities, and, roles and expectations.

Employees in an organization either have general or specific tasks which when the majority of them are specialist, conflicts may arise. For example when one may have insufficient knowledge of the other's job responsibilities, dissatisfaction in either party may exists and Rahim, M. A. (2001) anticipated that the management of organizational conflict involves channeling the energies, expertise, and resources of the members of conflicting groups for synergistic solutions to their common problems or attainment of overall organizational goals.

In many work situations, people are obliged to share resources, the scarcer the resource the greater potential for conflict. Champoux, J. E. (2003)identified that normally groups or departments in the organization have different and incompatible goals, increasing the chances of employees experiencing conflict. For example, a manager and an employee of administrative staff have different goals for improving the way of teaching in educational institutions. The management needs to recruit newcomer employees who have more advance way of doing the task than long-working employees in educational institutions.

Sometimes one employee must depend on another to complete a task. When workers are in an interdependent situation, it is easy to blame a co-worker when something goes wrong (Auerbach& Dolan, 1997).

Often, there is underlying tension between managers and employees. This is because most people do not like being told what to do such as manager who is overly strict is frequently in conflict with their employees -hence, the growing popularity of team approaches and empowerment strategies.

In many organizations even in educational institutions, manager is granted privilege denied to other employees. For instance, manager may enjoy flexible hours, free personal long-distance calls, and longer breaks. In the words of one management consultant, "If you want to know who is really important in the organization, just observe the signs in the parking lot and watch for the distance between the parking and the office building; the bigger the sign and the closer to the building, the higher the status of the incumbent". De Janasz, et al. (2006), stated that human beings are unique who possesses a variety of physical, intellectual, emotional, economic, and social differences. However, some organizations are creating a more egalitarian appearance to reduce conflicts that result from status differences.

Jurisdictional ambiguities occur when the lines of responsibility in an organization are uncertain. When it is unclear who does what, employee has a tendency to pass unwanted tasks onto the next employee.

A role refers to the behaviors and activities expected of an employee. Every employee plays one or more roles within the organization. These roles are usually defined through a combination of such elements as job title, description of duties, and agreements between the employee and the organization. Manager-subordinate conflict can result when the subordinate's role is not clearly defined and each party has a different understanding of that role.

2.1.4.2 Personal Factors:

According to Rahim, M. A. (2001) the most common personal factors associated with organizational conflict are skills and abilities, personality conflicts, perceptions, diversity, and personal problems.

Usually the members of a department or work team have different levels of skills and abilities. Conflict can result when an experienced employee must work with a novice who has good theoretical knowledge but few practical skills .

Personality conflicts are a reality in any group setting, including the workplace. There always seems to be at least one co-worker who is difficult to get along with. One of the most difficult personality traits is abrasiveness. An abrasive person is often hardworking and achievement-oriented, but critical and insensitive to others' feelings. Other irritating personality traits include laziness and gossiping.

Kellermann (1996) suggested that conflict may be simply described as a clash between two individuals who are unwillingly or unable to fulfill expectations of each other. Much organizational conflict stems from the fact that employees and managers have different perceptions of situations.

There are increasingly heterogeneous. Differences in age, cultural background, Race, Ethnicity, gender, work experience, beliefs, perceptions, attitude, culture, religion, language and values can be a source of conflict among employees. For instance, a long-serving staff who feels loyal to the organization may clash with a young newcomer staff who sees the school as nothing more than a stepping stone.

When people bring their personal problems to work, their performance tends to suffer and they may clash with coworkers who are obliged to "pick up the slack.". For example, some employees have a problem at their home then they could not do their task effectively in their class because they lack of concentration (Pilanthanon, M, 1984).

2.1.4.3 Communicational Factors:

A common cause of conflict is poor communication, which can lead to misunderstandings and allow barriers to be erected. Probably the easiest way to prevent conflict is to ensure good communication. However, both too little and too much communication can lead to conflict. On the one hand, when there is too little communication, associates do not know enough about each other's intentions, goals, or plans. Coordination becomes difficult, and misunderstandings are more likely to occur, which can result in conflict. On the other hand, too much communication can also result in misunderstandings that cause conflict Hitt, et al.(2006). According to Jhon et al. (2002), intrapersonal conflict occurs within the individual because of actual or perceived pressures from incompatible goals or expectations.

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 (Fasil D, 2013). There are different types of conflict based on the parties involved in it. The following classification is the commonly accepted ones based on level of analysis.

2.1.5.1. Intrapersonal Conflict

According to Afzalur, M.R (2011), intrapersonal conflict is also known as intra-individual or intra-psychic conflict. This is a conflict that happens inside the person's conscience. It occurs when an organizational member is required to perform certain tasks and roles that do not match when an organizational member is required to perform certain tasks and roles that do not match the employee's expertise, interests, goals, and values and prompts the concerned party to rebel against the given orders.

2.1.5.2. Interpersonal Conflict

The second basic type of conflict 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), 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) and also distract team members from the task, causing them to work less effectively and produce suboptimal products (Wilson et al., 1986)

2.1.5.3. Intergroup Conflict

Afzalur, M.R (2011) also identifies intergroup conflict as interdepartmental conflict. It refers to conflict between two or more units or groups within an organization. Conflict between headquarter and field staff, labor and leaders or management are examples.

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 happen because of various reasons pertaining to personal, group or organization as a whole.

2.1.5.5 Intra organizational conflict:

Four types of intra -organizational conflict exist: vertical conflict, horizontal conflict, line-staff conflict and role conflict. Although these types of conflict can overlap, especially with role conflict, each has distinctive characteristics.

- **Vertical Conflict:** Vertical conflict refers to any conflict between levels in an organization; superior- subordinate conflict is one example. Vertical conflicts usually arise because superiors attempt to control subordinates and subordinates.
- **Horizontal Conflict:** Horizontal Conflict refers to conflict between employees or departments at the same hierarchical level in an organization.
- **Line-Staff Conflict:** Most organizations have staff departments to assist the line departments. The line - staff relationship frequently involves conflict. Staff managers and line managers typically have different personal characteristics. Staff employees tend to have a higher level of education, come from different backgrounds, and are younger than line employees. These different personal characteristics are frequently associated with different values and beliefs, and the surfacing of these different values tends to create conflict.

2.1.6 Classification Based on the Impact of Conflict

Based on the realistic view of intergroup conflict, as stated by Gibson et.al,(1994), a conflict is inevitable in organizations. To prevent conflict leading to strikes or employment tribunal claims you need to intervene as soon as possible.

However, those authors affirmed that because conflict can be both a positive and a negative force, management should not strive to eliminate all conflict, only that which has disruptive effects on the organization's efforts to achieve the intended goals. When the conflict is viewed from the positive perspective, it is known as functional conflict while the negative side of it is regarded as dysfunctional conflict. Constructive conflict catalysis development because it facilitates interactions between various parties in the system and sustains creative ideas that permit and information exchange for a shared goal or interest.

2.1.6.1 Functional conflict

Some type or degree of conflict may prove beneficial if it is used as an instrument for change or innovation. In this way, functional and dysfunctional conflicts can be observed within the institution. As defined by Gibson et.al, (1994) a functional conflict is a confrontation between groups that enhances and benefits the organization's performance. For example, two departments in a hospital institution may conflict over the most efficient method of delivering health care to low-income rural families. The two departments agree on the goal but not on the means to achieve it. Whatever the outcome, low-income families will probably end up with better medical care once the conflict is settled. In this perspective, without such conflict in institutions, there would be little commitment to change; most groups would probably become stagnant.

2.1.6.2 Dysfunctional conflict

According to Gibson et.al, (1994), a dysfunctional conflict is any confrontation or interaction between groups that harms the organization or hinders the achievement of organizational goals. In this aspect, management must seek possible ways to eliminate such conflicts and sustain healthy relationships between the parties.

2.1.7 Conflict management styles

At first it is necessary to present a proper definition of the term "conflict management". Conflict management is the long-term management of intractable conflicts. Each and every person in a situation of conflict plays a series of actions or reactions which can be defined as his/her own conflict management style. Conflict management is not an independent process and can be configured with other aspects of managerial actions. For instance, change management is a tool to conduct conflict management and values alignment could also be a proactive approach to conflict management (Ouertania, 2003).

2.1.7.1 Integrating/collaboration:

A type of conflict management style High concern for self and others reflects openness, exchange of information, and examination of differences to reach an effective solution

acceptable to both parties. The integrating style concentrates on problem solving in a collaborative manner. Managers with this style face conflict directly and try to find new and creative solutions to problems by focusing on their own needs as well as the needs of subordinates. Lawrence and Lorsch (1998) found the problem-solving (integrating) style to be more effective than other styles for attaining integration of the activities of different subsystems.

When the issues are complex, this style is suitable in utilizing the skills and information possessed by both the parties to formulate solutions and successful implementations. Thus, the integrating style is believed to be both effective and appropriate in managing conflicts and, therefore, is perceived as highly competent. The integrating style is competent because it provides each disputant with access to the other person's perceptions or incompatible goals, thereby enabling them to find solution that integrates the goals and needs of both parties (Tautzauer and Roloff, 1988).

2.1.7.2 Obliging/Accommodating conflict management style

According to Blake and Mouton (2000) low concern for self and high concern for others style is associated with attempting to play down the differences and emphasizing commonalities to satisfy the concern of the other party. Obliging is associated with accommodating behaviors that include putting aside one's own needs to please the partner, passively accepting the decisions the partner makes, making yielding or conceding statements, denying or failing to express one's needs, and explicitly expressing harmony and cooperation in a conflict episode.

Blake and Mouton (2000) indicate that these types of conflict strategies are indirect and cooperative and can be used as a strategy when a party' is willing to give up something with the hope of getting something in exchange from the other party when needed. This is where the leader tries to meet the needs of all those who are involved in the conflict. It is best suited for a conflict that existed previously or for an important situation. Okumbe(2001) asserts that collaborating is when the two sets of concerns are too important to be compromised.

Accommodating style as Thomas and Killmann (1992) indicated that where everyone involved in the conflict is expected to compromise or relinquish something, where the solution at least partially satisfies everyone. This is of particular concern in situation where both parties in the institution are ready to accept compromise and resolve conflict by changing their behaviors.

2.1.7.3 Dominating/Competing conflict management style

High concern for self and low concern for others style has been identified with win-loses orientation or with forcing behavior to win one's position. The dominating style relies on the use of position power, aggression, verbal dominance, and perseverance. This style is direct and uncooperative (Blake and Mouton, 2000).

Within interpersonal context, the dominating (competing/distributive) style has been found to be associated with low levels of effectiveness and appropriateness. However, Papa and Canary (1995) suggested that the dominating style might be somewhat effective in organizational contexts when there are production-related goals. In this case, an individual might use power strategies and aggression to effectively accomplish a goal, even though these strategies may be seen as inappropriate at a relational level.

2.1.7.4 Avoiding conflict management style

Okumbe (2001) indicates that low concern for self and others style has been associated with withdrawal, buck-passing, or sidestepping situations. An avoiding person fails to satisfy his or her own concern as well as the concern of the other party. This style is useful when the issues are trivial or when the potential dysfunctional effect of confronting the other party outweighs the benefits of the resolution of conflict.

According to Oetzel and Toomey (2006) the style is however weak and ineffective in most scenarios. They further point out that there is strong theoretical support for the idea that avoidance has negative effects in most situations. Avoiding style can be appropriate when victory is impossible, when controversy is trivial, or when someone else is in a better position to solve the problem.

2.1.7.5 Compromising conflict management style

Intermediate in concern for self and others style involves give-and-take whereby both parties give up something to make a mutually acceptable decision. It may mean splitting the difference, exchanging concessions, or seeking middle-ground position. It may be appropriate when the goals of the conflicting parties are mutually exclusive or when both parties, who are equally powerful for example, labor and management, have reached a deadlock in their negotiation. This style may be of some use in dealing with strategic issues, but heavy reliance on this style may be dysfunctional.

Mathias (2007) pointed out that compromising style is reflected in behavior that is intermediate in both assertiveness and cooperation. This technique is based on process of give-and-take and may involve negotiation. According to Newstrom and Davis (2002) compromising is effective in dealing with interpersonal conflict when it benefits both parties. Hellriegel and Slocum (2011) viewed compromise as a means of achieving moderate, but only partial, satisfaction for each party.

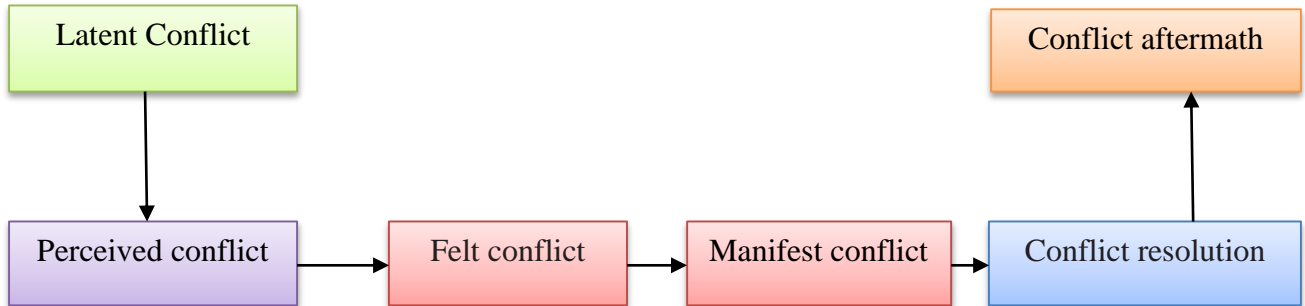
In conclusion for the above, Rahim, 2000; Robbins(2001)competing style represents high concern for self and low concern for others and identified with a win-lose orientation. Integrating style represents high concern for self and others and identified with a win-win orientation. Avoiding style represents low concern for self and low concern for others and identified with lose-lose orientation. Obliging style represents low concern for self and high concern for others and identified with a lose-win orientation. Compromising style represents intermediate concern for self and others.

There may be two approaches for managing the organizational conflict (I) Preventive measures and (ii) Curative measures. In the preventive measures, the management tries to create a situation or environment where dysfunctional aspects of conflicts do not take place. As in most of the cases, conflict is destructive in nature, it should be resolved as soon, after it has developed, as possible, but all efforts should be made to prevent it from developing.

2.1.8 Conflict process

There are five stages in a conflict. These are latent conflict, perceived conflict, felt conflict, manifest conflict, and conflict aftermath.

Figure 2.2 Conflict process



Source: Fasil, 2013

A. Latent Conflict:

A number of conditions have been linked with the degree of conflict (Walton, et al., Corwin 2009). They are not necessarily causes of conflicts but they seem to be associated with higher rate of conflict and may well predispose a situation in that direction. These conditions create room for conflicts to arise. According to Robbins and Judge (2011), the antecedence conditions can be condensed into three categories: communication, structure and personal variables.

B. Perceived Conflict

Another part of the conflict process has to do with how parties perceive the situation of each other, this is an independent group. Parties often engage in conflict because one party perceives that his interests are being opposed or negatively affected by another. The parties also engage in conflict because they perceive a situation as involving limited alternatives.

C. Felt Conflict

In addition to perception, Pondy (2007), posit that feelings and attitudes alter the relationship between objective conditions and potentially result in conflictive outcome. Where parties value cooperation and believe that success in their relationship depends upon

the attainment of the needs of both, their behavior is likely to be different than when the parties value competition and believe that one can win only at the others expense., Robbins and Judge (2011) explain this stage as a level which is characterized by emotions such as anxiety, frustration, tension or hostility.

D. Manifest Behavior

Eventually “something happens”. The game being, the fight breaks out, the argument starts, the negotiation begins. It is also possible that the parties will perceive a problem to exist and begin problem solving behavior at this point, without ever having engaged in conflict. If conflict does occur, the parties will engage in activities which in some way interfere with the goal attainment of each other.

E. Conflict Resolution or Suppression

Conflict resolution or suppression activities are those which are directed at reducing or sending such conflict. A variety of methods are used to resolve conflict. Some of these essentially involve the victory of side and the defeat of the other. Others involve splitting the difference, compromising or the use of problem solving. However, Filley (2009) suggested that the prevalence of the former method of domination and compromise over problem solving is probably due to the fact that they are so widely parched.

F. Resolution Aftermath

The resolution of conflict leaves a legacy which will affect the future relations of parties and their attitude about each other. Where one party wins and the other loses, the defeat may lead to antagonistic or self-depreciation feelings on the part of the loser. Burke et al (1994), were of the view that they have given more than they have received, exhibit feeling of defeat, and manifest a low level of commitment to agreements. Finally, when conflicts are solved , it is likely that trust, commitment and future conflict will be handled effectively than when resolution are not the result of problem solving.

2.1.9 Consequences of Conflict

2.1.9.1 Organizational conflict and organizational consequence

According to Esquevel and Kleiner (1997), organizational conflicts are disagreement regarding interests or ideas. Jones et al. (2000) found that conflicts are inevitable part of organizational life cycle since the goals of different stakeholders like managers, workers and unions are incompatible. Dodd (2003) found that organizations are operating in a turbulent business environment where they are searching for measures that will allow them to improve their performance and competitiveness. Others are striving to work with more efficient human resource policies and practices to optimize returns and shareholder value (Armstrong, 2009).

However new conflict forms demand for effective conflict management strategies that will spur employee performance. Intra group conflict in any organization, conflict is a fact of life. Conflict that occurs within a team, department, and branch is referred to as intra-group conflict. Jehn (1994) acquired distinction on the work of Guetzkow and Gyr (2006), which first identified these two dimensions of intragroup conflict. Task conflict is a one dimension of the intra-group conflict. It means disagreement within members of a team relating to a difference of opinion, ideas or content of decision.

One of the most outstanding aspects of intra group conflict is that it is practically intrinsic to the life of dynamics teams. De Dreu (2003) pointed out that conflict is a phenomenon that gives rise to both beneficial dysfunctional effects on individual, groups and even organizations. It is widely acknowledged that organizations are the site of a good deal of conflict and contestation.

Scholars working in the organizations business framework frequently regard intra group conflict in organizations as endemic though there is conflicting interest between individuals and groups in organizations. It is however difficult to avoid by anyone familiar with them. The first management theorist was under no illusions here. Ekong (2000) made intra group conflicts basic to his policies. James and Jone (2005) observed that departmentalization in organizations creates an environment that has increased volatility due to stiff competition

of scarce resource or due to lack of effective representation and recognition in terms of the value they add to the business. Ogbornna and Wilkson (1990) noted that poor leadership led to high level of apathy among employee.

This is manifested in a variety of negative behavior e.g. restlessness and disruption of service delivery. Gerzon (2006) recognized that team spirit incorporates group potency and group drive that undermine performance, while Wenner (2001) pointed out that the larger the organization the more differentiated and the more likely it is that negative conflicts will arise as different departments compete for unlimited resources. And these hamper employee's effectiveness.

Inter-Organizational Conflicts; Conflict between organizations is labeled as inter organizational conflict. This arose when there is high level of competition between two firms or organizations. In this study the focus is on the air transport industry and the Workers Unions. Swedburg (2003) was categorical that inter organization conflicts often occur between management and workers unions when they differ in the implementation of strategic policies and programmes of their respective organization. Gross and Guenerro (2000) discovered that these types of conflicts must be handled in a positive way in order to make it beneficial to the employees and the organization.

Robins (2003) pointed out that inter organizational conflicts occurs when members engage in activities that are incompatible with those of their colleagues within their network, members of other collectivities or unaffiliated individuals who utilize the services or products of the Organization. Lyon (2001) argued that some time ago, organizations of different types evolved very different patterns of motivation and modes of attachment by the groups that imposed them. Such organizations differ in the implementation of their policies and strategy. They are also dissimilar in terms of the aspirations that drive their owners and leaders, the policies they conceive and the objectives they seek. According to Pfferfer and Salanak (2006) organizations have to obtain what they need to continue in business which itself generates more conflicts.

2.1.9.2 Organizational conflict and Individual consequences

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). But conflict can also be costly to an organization. The trouble isn't necessarily the fact that conflict exists; it's how to 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).

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).

Often others not directly involved in the conflict will also be affected; the impact of this can be seen in: Opatow (2000) 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 (Nelson and Quick, 2001).

If a dispute culminates 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).

2.1.11 Empirical literature

In the present corporate environment conflict has become very common phenomenon (Kondalkar, 2007). 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 other hand, 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 (Elmagri and Eaton, 2001)

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, nonacademic 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 from work, creation of negative climate is 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.

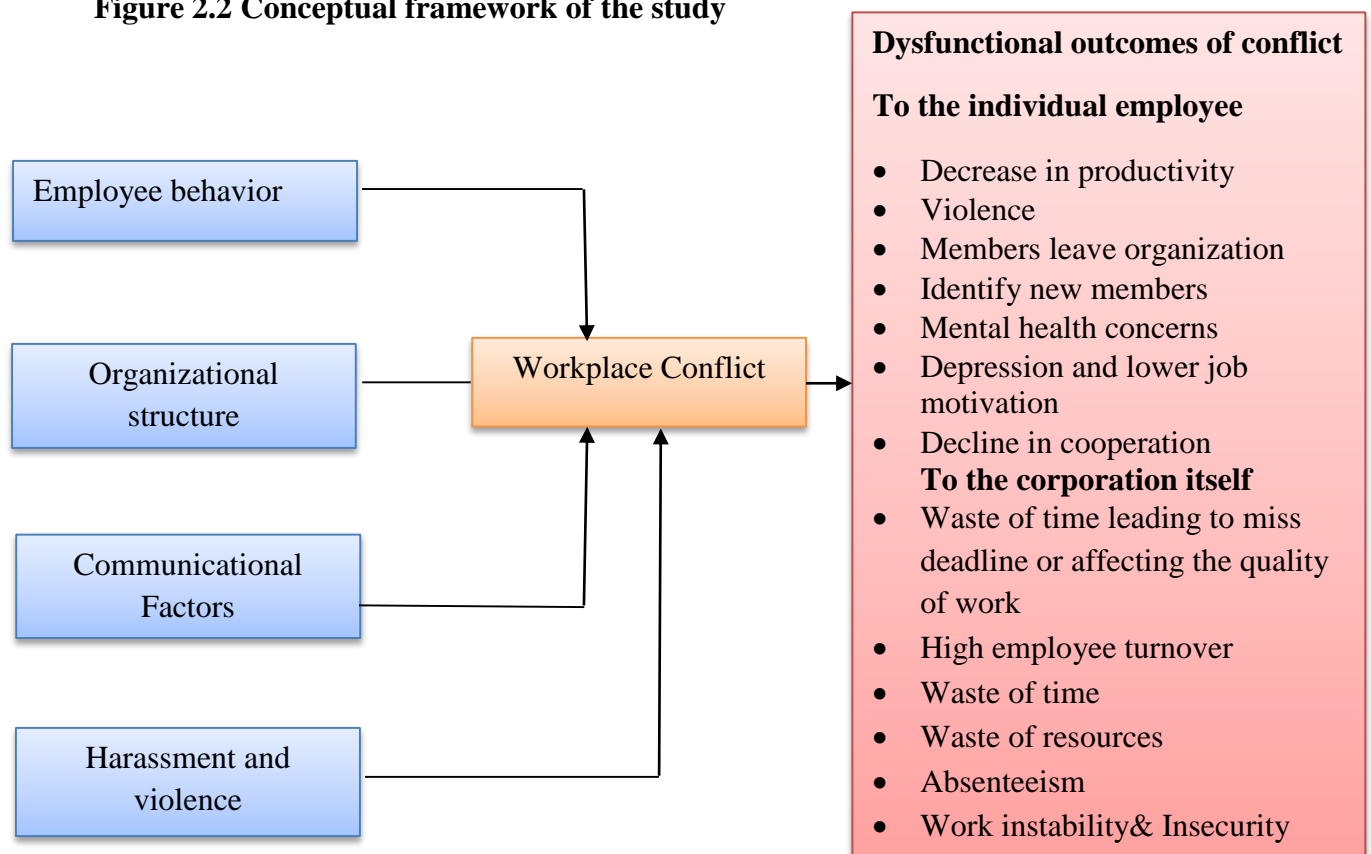
A research conducted by Henery O. (2009) with a title of organizational conflict and its effect on organizational performance in Gaborone that aim to find out the causes, types, effect and strategies on how to manage conflicts in organizations and effectively to enhance organizational performance. Therefore,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

2.1.12 Conceptual framework of the study

Figure 2.2 Conceptual framework of the study



Source: Compiled from the review of literature and Empirical review

2.1.12.1 Measurements of Variables

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

Communication: This is the first independent variable. It has often been seen that a lack of communication can cause conflict. The success or failure of a task depends on the method of communicating information to the employees. If the information is partial or misunderstood due to poor communication it can result in the failure of the task. It is very difficult to fix responsibility for the failure of a task due to lack of communication.

Organizational Structure: It is the other independent variable that has a dysfunctional outcome of conflict. The structure designed of the organizations also causes conflict.

Employee behavior: It arises from the human thoughts and feelings, their emotion and attitudes and their personality traits

Harassment and violence: is also the other independent variable that leads to conflict at workplace. Harassment and violence on woman employees from managers/ supervisors and other employees working in the same unit can lead to conflict at workplace.

Conflict: This is the dependent variable that is affected by the above mentioned independent variables. The outcome can be either positive or negative depending on the degree of conflict and how it is managed. So, these negative outcomes at individual level can be Decrease in productivity, Violence, Members leave organization, Identify new members, Mental health concerns, Depression and lower job motivation, Decline in cooperation. Waste of time leading to miss deadline or affecting the quality of work, high employee turnover, waste of time and resources, absenteeism, work instability & Insecurity are conflict outcomes to the corporation.

CHAPTER THREE (3)

3. RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter had presented the research methodology that was applied in conducting this research. It comprised the research approach and design, population of the study, data sources, sampling technique and sample size; data gathering instruments, its procedure and data analysis, validity and reliability, and the ethical considerations that would be followed in conducting this study.

3.2 Research Design/ Approach

This part of the study shows the materials and methods used to conduct this study. This study employed the cross sectional research design to estimate prevalence of outcome of interest for the matter that sample is taken from the whole population; many outcomes and risk factors can be assessed at employees of Metals and Engineering Corporation (METEC), Metals and Fabrication Industry.

3.2.1 Research Design

According to Amel (2009), Research design is the conceptual structure within which research will be conducted. This part of the study briefly states about the research design that was applied on the study and how the research would be conducted.

The researcher had used cross sectional survey design with the intention to get the general picture of the current status of the causes and consequences of workplace conflict by taking sample respondents from the total population of the study. In supporting this idea, Abiy (2009) suggested that cross-sectional survey is used to gather data at a particular point in time with the intention of describing the nature of existing conditions or identifying standards against which existing conditions can be compared or determined the relationships that exist between specific events. Bhattacharjee (2012) also indicated that in Cross-sectional surveys, independent and dependent variables are measured at the same point in time (e.g., using a single questionnaire).

3.2.2 Research Approach

The researcher had used a mixed method of research approach. In a mixed method of research format or approach, the research had brought together approaches that include both the quantitative and qualitative formats (Creswell et al, 2003). Mixed methods research is the type of research in which a researcher or team of researchers combines elements of qualitative and quantitative approaches (Jackson, 2007).

Hence, Quantitative approach involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis. This approach can Creswell et al,(2003) be further sub-classified into inferential, experimental and simulation approaches to research. The purpose of inferential approach to research is to form a data base from which to infer characteristics or relationships of population. This usually means survey research where a sample of population is studied (questioned or interview) to determine its characteristics, and it is then inferred that the population has the same characteristics and this inferential quantitative research approach was used in this research.

In other ways, Qualitative approach to research was concerned with subjective assessment of attitudes, opinions and behavior. Research in such a situation is a function of researcher's insights and impressions. Such an approach to research generates results either in non-quantitative form or in the form which are not subjected to rigorous quantitative analysis.

3.3 Population of the study

Population is the entire group of people to which a researcher intends the results of a study to apply (Aron, 2008). Therefore, the populations of this research were METEC, Metals and Fabrication Industry employees.

3.4. Data Sources

In order to find sufficient and relevant information, both primary and secondary sources of data were used. The primary sources of data were obtained from respondents. On the other hand, the secondary sources of data were collected from reports, books and internet.

3.5. Sampling Technique and sample size determination

This sub-section focused on the techniques that were applied in this research to select sample respondents from the research population; and finally, the techniques that were used to determine the size of the sample to be selected.

3.5.1. Sampling technique

The researcher had used purposive/judgmental sampling technique in order to collect data for the purpose of the study. Purposive sampling technique was used for METEC, Metals and Fabrication Industry employees to collect data because of the researcher was familiar to the corporation. For that matter there were many people I know working as a laborer and as professional employee of the corporation.

3.5.2. Sample size determination

Based on Metals and Fabrication Industry's human resource management report of June 2017G.C. The total population size of the corporation's civil and military labor employees constitute 708 and the number of administrative (support staff) was 207. As it is solicited on scope of the study, this research focuses on labor workers of the corporation.

In order to determine the sample respondents for the above population size, the following formula from Yamane as cited in (Robert-Jan Mora and Bas Kloet, 2010) was used;

$$n = \frac{N}{1 + N(e)^2}$$

Where; n- Sample size
 N- Population size
 e- Level of precision

This formula assumes the degree of variability 5% (0.05) and 95% confidence level.

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{708}{1 + 708(0.05)^2}$$

$$n = \frac{708}{2.77} \quad n = 256$$

3.6 Instruments of Data Collection

In order to acquire the necessary information from participants, different types of data collection instruments were used. These were Questionnaire and Documents as discussed below.

3.6.1 Questionnaire

Questionnaires which were developed on Likert scale and other close ended questions had been used to collect data from the selected sample employees. For the sake of making the questionnaire clear and easily understandable it was translated in to Amharic language. The questionnaire that is developed in accordance with the related literature was distributed to all sample respondents to get their written feedback about the causes and outcomes of conflict in their workplace.

The questionnaire has four parts. The first part of the questionnaire describes the respondents' background information; it included variables like gender, age, length of service and etc. The second section contains questions related with conflict existence and its extent at workplace. The third part incorporates all important points' that are related to the causes of workplace conflict at METEC, Metals and Fabrication Industry. Finally, the questionnaire contained questions related to the dysfunctional consequences of conflict on the individual employee as well as at organization level.

3.7. Procedure of data collection

The questionnaires were passed out to the respondents during working hours at their workplace. However, prior to this, permission was requested. The respondents and heads of the respective office were informed about the purpose of the study.

3.8. Methods of data analysis

In the study, the data collected through questionnaires were analyzed using the Statistical Package (SPSS version 20). The quantitative data were reduced to descriptive statistics such as frequencies and percentages and also it had been presented in tables' charts and graphs.

3.8.1 Descriptive analysis

Descriptive analysis was used to analyze the data in table, graph and chart formats using frequencies and percentages.

3.8.2 Inferential Analysis

According to Sekaran (2000), inferential statistics allows to infer the relationship between two or more variables and how several independent variables might explain the variance in a dependent variable. The following inferential statistical methods were used in this study; According to (Hewitt and Cramer, 2008), Correlation coefficient can range from -1 to +1. The value of -1 represents a perfect negative correlation while a value of +1 represents a perfect positive correlation. A value of 0 correlations represents no relationship. The results of correlation coefficient may be interpreted as follows.

3.8.2.1 The Pearson Correlation Coefficient

According to Phyllis (2007), Pearson Product Moment Correlation Coefficient is a widely used statistical method for obtaining an index of the relationships between two variables when the relationship between the variables is linear and/or continuous.

To ascertain whether a statistically significant relationship existed between the (personal behavior, communicational factor, organizational structure and harassment and violation) which were independent variables of the study and conflict was the dependent variable, the Correlation Coefficient was used. Banister (2015) Also defined Correlation coefficient with their Interpretation these were: “±0.01 to 0.19” no relationship (negligible relationship), “± 0.20 to 0.29” weak relationship, “±0.30 to 0.39” moderate relationship, “±0.40 to 0.69” strong relationship, and “±0.70 and more than” very strong relationship.

3.8.2.2 Regression Analysis

Like correlations, statistical regression examines the association or relationship between variables. Unlike correlations, however, the primary purpose of regression is prediction (Geoffrey, 2005). In this study multiple regressions was employed. Multiple regression analysis takes into account the inter-correlations among all variables involved in this study.

This method also takes into account the correlations among the predictor scores (John, 2007) which means more than one predictor is jointly regressed against the criterion variable. This method was used to determine if the independent variables would explain the variance in dependent variable.

The results of the qualitative data were being presented in the form of narration. Analysis of quantitative data was displayed first and then it was followed by qualitative data analysis in the form of texts and quotes.

The model for the research is:

$$Y = b_0 + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + e$$

Where y is the dependent variable

B= constant coefficient of independent variables

X1= represents the first independent variable personal behavior

X2= is communicational factors

X3= is organizational structure

X4= is also harassment and violence

e = error term that represents the other remaining factors determining or affecting the dependent variable conflict.

3.9 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 contents 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 for 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 METEC, Metals and Fabrication Industry. 26 (10% of the total sample) questionnaires was distributed to METEC, Metals and Fabrication Industry employees. The reliabilities of the variables (data) were checked against the Nunnally's recommended standards (Cronbach's alpha \geq 0.70) mainly to ensure that they are reliable indicators of the constructs (Nunn ally's, 1967). As Table 4.2 shows, the Cronbach's alpha calculated for all items in the two categories was, 0.895for causes of conflict and 0.896 for outcomes of conflict. This result confirms that the items identified in each category i.e. causes; and outcomes of conflict are cohesive enough to adequately represent a single concept.

Table 3.1: Cronbach alpha value of the two categories

No	Categories	Number of Items	Cronbach alpha Value
1	Causes of conflict	16	.895
2	Outcomes of conflict	13	.896

Source: Survey, 2017

3.10 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, like for what purpose the study is undertaken, this will help 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 also have awareness that anonymity and confidentiality of their response is guaranteed.

CHAPTER FOUR

4. RESULTS AND DISCUSSION

4.1 Introduction

This chapter deals with presentation and analysis of the data which have been obtained by questionnaire. The chapter analyzes the demographic characteristics, Existence of conflict, causes and its outcome of workplace conflict to the corporation as well as to an individual employee. The first section deals with demographic characteristics of sample respondents. The second section analyze about the existence of conflict at workplace of the employees. The third section analyses on causes of conflict that frequently exists in the organization. Finally, the last section (section four) provides an insight of the output of dysfunctional conflict outcome.

As it was already mentioned in the research methodology part, questionnaire is used as primary data collection method. The data was collected from METEC, Metals and Fabrication Industry from June – August 2017. Out of 256 questionnaires distributed to the respondents a total of 239 were collected which accounted 93.4% of response rate. Among the questionnaires distributed, 11 (4.3%) of the respondents fail to return the questionnaire whereas 6(2%) of them returned incomplete copies of the questionnaires.

Generally, this section is organized in the following manner: First, the general information about employees of Metals and Fabrication Industry employees were presented. Second, data collected through questionnaires was analyzed concurrently.

4.2. Analysis of Demographic Characteristics of Respondents

Table 4.1 Demographic characteristics of respondents

	Variables	Frequency	Percentage (%)
Sex	Male	177	74.9
	Female	62	24.1
	Total	239	100
Age Category	18-25	21	8.8
	26-35	146	61.1
	36-45	65	27.2
	46 and Above	7	2.9
	Total	239	100
Education Level	Below grade 10	1	0.4
	Preparatory	3	1.3
	Level 1 or 2	84	35.1
	From Level 3 to 5	131	54.8
	Degree	18	7.5
	Masters	2	0.8
	Total	239	100
Experience	Under 5 year	12	5
	6 to 10 Years	55	23
	11 to 15 Years	110	46
	Above 15 Years	62	25.9
	Total	239	100

Source: Own Survey, 2017

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

Based on the table 4.1, 74.9% of employees who answered the questionnaire were male and the rest were female (24.1%). Age wise, about 21(8.8%) of respondents lie in the age interval between 18 and 25 years old; majority (61.1%) of the respondents were between 26 and 35 years old, 65(27.2%) were between 36 and 45 years old, and finally, respondents which accounts 7(2.9%) of the total respondents were at the age of above 46 years old. From this it can be inferred that Metals and Fabrication Industry of Metals and Fabrication Industry has a majority of youth employees which makes the corporation to have an energized man power to execute activities and serve the organization.

As it was depicted in table 4.1 above, respondents with the percentage of 1(0.4%) and 3(1.3%) of the total respondents had below grade 10 and Preparatory (11 and 12 class) academic qualifications respectively; 84(35.1%) had Level one and two and 131(54.8%) of respondents are certified for level three to five and 18 (7.5%) of respondents had Bachelor (First Degree) qualification. As well as about 2(0.8%) master Degree. This shows that majority of the employees need extra skill development to fully use their capacity on their work and in other areas of the corporation as well as to have a skilled man power.

Respondents having a work experience between 11 to 15years in the corporation account for 110(46%) of the total respondents who participate in this research work holds the largest percentage. Next to this, employees having an experience of above 15 years were 62(25.9%); and respondents which account a sum percentage of 28% were with an experience from 6 to 10 and under 5 years; 6 to 10 Years (23%) and under 5 years work experience are counted for (5%). The response of employees shows that the corporation has employees with a reasonably enough work experience to perform activities effectively and it indicates that employees only need a certain extra training and skill developments practice to upgrade their skill and knowledge about their activities.

4.3 Existence of conflict at METEC, Metals and Fabrication Industry

Figure 4.1 Existence of conflict at workplace



Source: Own survey, 2017

Available data in Figure 4.1 indicates that 138 (57.6%) of respondents experienced conflicts at their workplace whereas 101 (42.26%) of respondents said that they did not individually experience conflicts at workplace. This foregoing statement however, should not be confused with nonexistence of conflict at work place because conflict is part of everyone's daily lives. The percentage figure of those who experienced conflict shows a significant number 57.6% which requires institutional commitment to solving staff conflicts to ensure corporation's progress. Therefore, the study is very significant and relevant in determining the cause and consequence of such conflicts, not only to the corporation but also the individual employees. In this context, conflict is a fact of life; anyone cannot live without conflict but can manage conflict. Sandra D.(2009) Collins opines that if anyone want to avoid conflict at work, then yes it can be managed. All needed

to do is to find a job that does not require to have any contact with people. If anyone think that might be difficult, then the bad news is: It is a must to experience conflict”.

Table 4.2 Distribution of employees who faced conflict at their workplace. n=138

Variables		Frequency	Percentage (%)
Sex	Male	106	77
	Female	32	23
	Total	138	100
Age Category	18-25	12	9
	26-35	86	62
	36-45	38	28
	46 and Above	2	1
	Total	138	100
Education Level	Below grade 10	-	-
	Preparatory	2	1
	Level 1 or 2	43	31.2
	From Level 3 to 5	79	57.25
	Degree	13	9.5
	Masters	1	1
	Total	138	100
Experience	Under 5 year	5	4
	6 to 10 Years	27	20
	11 to 15 Years	66	48
	Above 15 Years	40	28
	Total	138	100

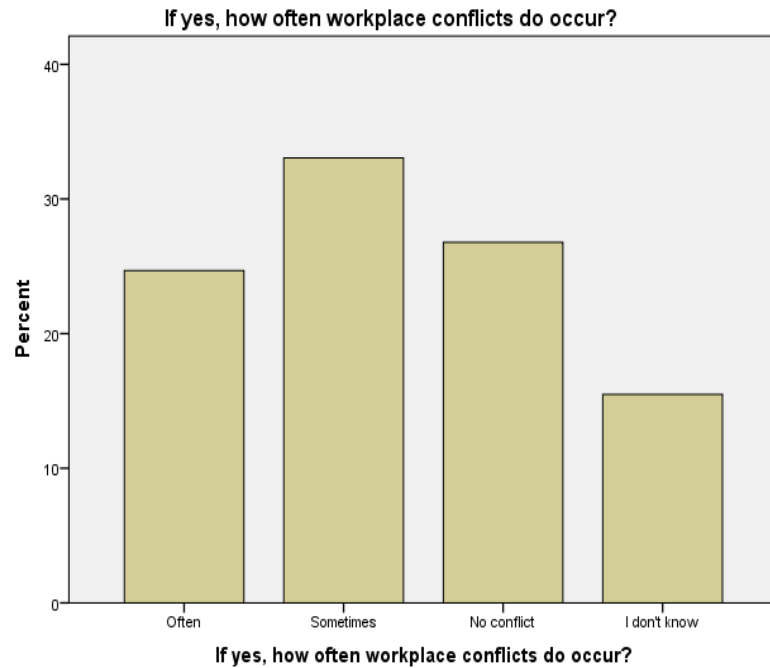
Source: Own Survey, 2017

Table 4.2 distributes various categories of employees who have faced conflict at workplace. These categories are segregated by sex, 77% (106 employees) Male and 23% (32 employees) females who responded that they faced conflict at workplace. This indicates that conflict manifests itself in all categories of employees. However, the age group indicates that those who faced conflict most ranged between 26 and 45 years of age; impliedly, these are senior employees with various responsibilities beyond work this will lead to conflict at their workplace.

On the age group, the majority of employees who faced conflict at workplace aged above 26 years. In the ordinary circumstances, a general student graduating from the university comes out when the person is aged above 26 years. Taking an example of an employee aged 40 years, it means the person has a working experience of 14 years. The probability of facing conflict at workplace is high depending on their longevity service (PSC Rwanda, 2014). This is an influential group that is susceptible to conflicting with senior management when they disobey orders to execute certain tasks they are required to and are not comfortable with.

In conclusion, all categories of employees have faced conflict at the workplace in one way or another. This gives an opportunity to establish mechanisms for creative conflict management to nurture constructive ideas for sustained change and development.

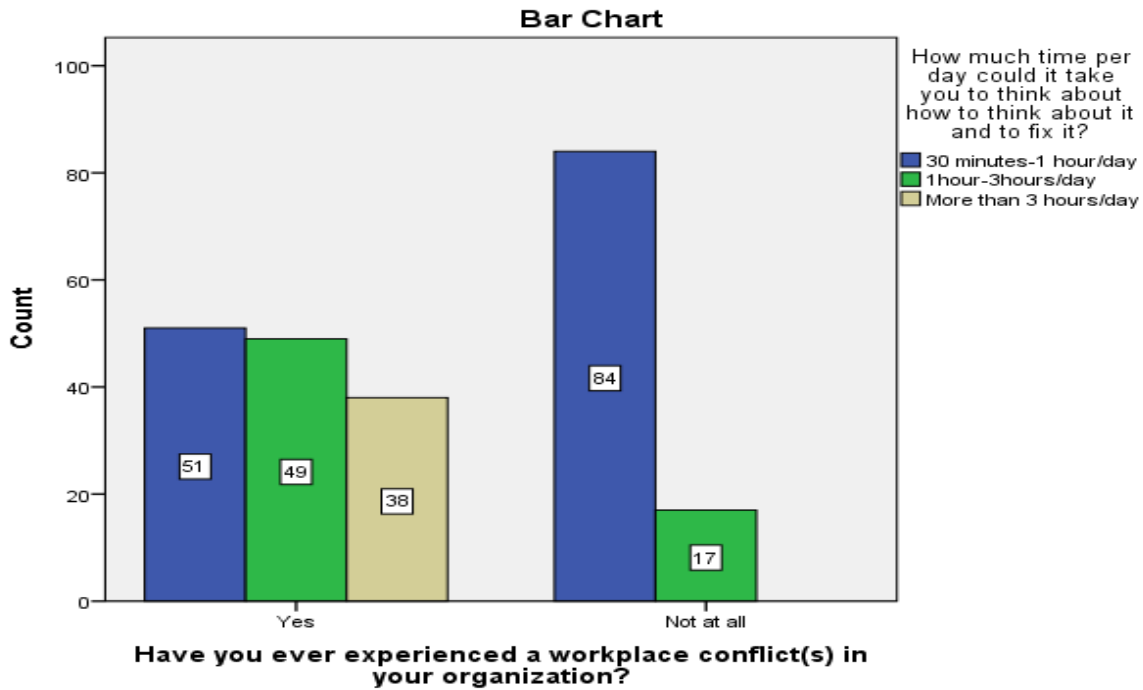
Figure 4.2: Response of employees on frequency of conflicts at workplace



SOURCE: Own survey, 2017

Among the respondents who filled the questionnaire, 79 (33.1%) asserted that conflicts at workplace occur sometimes while 59 (27.4%) of respondents said that conflicts at workplace happen often and 64 (26.8%) of respondents said that they have never met conflicts at workplace. 37 (15.5%) of respondents said that they don't know anything about conflicts that occur at workplace. Thus, the majority of respondents are of the view that conflict sometimes happens but not often. This agreement implies that mechanisms have been put in place to deal rising conflicts at workplace on case by case basis. But those who perceive conflicts as happening often, either they have conflicting mentalities that inhibit them from seeing progressive work aspects or they are part of the conflict and do not see how it should end. That is to say those strategies for dealing with conflicts that happen sporadically need to be developed and put in place to ensure constructive engagement for sustainable work progress.

Figure 4.3 Time spent by employees while thinking on conflict he/she faced



SOURCE: Own survey 2017

On this point, 135 (56.5%) of respondents who faced conflict at workplace revealed that they spend between 30 minutes to one hour per day, whereas 66 (27.6%) of those who faced the cases of conflict asserted that they spend one to three hours per day. In the same perspective, 38 (15.9%) of respondents reported that they spend more than 3 hours per days thinking about the cases they encountered. Referring to the figures given above, it is seen that 135 (56.5%) of respondents who faced the cases of conflict send from 30 minutes to one hour per day thinking about the conflict they encountered.

4.4 Dysfunctional outcomes of conflict

This part of the analysis will discuss the outcomes of conflict at workplace in METEC, Metals and Fabrication Industry employees. The outcome is discussed in two parts i.e. conflict dysfunctional outcome to an individual employee and on the other side its consequence on the corporation itself.

The responses of each sample respondents was measured by using Likert scale which ranges from strongly agree (5) to strongly disagree (1). Specifically, 5= strongly agree; 4= agree; 3= neutral; 2= disagree and 1= strongly disagree. The mean level of agreement between the group or of the group is categorized on the scale as; SA = Strongly Agree (4.51 or greater); A = Agree (3.51 – 4.50); N = Neutral (2.51 – 3.50); D = Disagree (1.51 – 2.50); and, SD = Strongly Disagree (1.49 or less) (Dane B. 2007). And, to make it more comfortable for analysis, the researcher used three base scale; Agree (3.51 and above), neutral (2.51 to 3.50), and Disagree (less than 2.50).

Table 4.3 negative conflict outcome to the individual employee

Items	Strongly agree		Agree		Neutral		Disagree		Strongly Disagree	
	n	%	n	%	n	%	N	%	n	%
Decrease in productivity	45	18.8	143	59.8	17	7.1	29	12.1	5	2.1
Hostility towards colleagues	29	12.1	136	56.9	26	10.9	40	16.7	8	3.3
Decline in cooperation	64	26.8	127	53.1	15	6.3	29	12.1	4	1.7
Experiencing depression and lower job motivation	25	10.5	127	53.1	29	12.1	44	18.4	14	5.9
Considering a job change	25	10.5	131	54.8	28	11.7	46	19.2	9	3.8
Diversion of energy from work	24	10.0	120	50.2	41	17.2	48	20.1	6	2.5
Developing health problem	31	13.0	104	43.5	36	15.1	51	21.3	17	7.1

Source: Own survey, 2017

Table 4.3 shows numerical description of employees of METEC, Metals and Fabrication Industry regarding outcomes of conflict on themselves and their work effectiveness. 188(78.6%) of respondents agree on the issue that conflict decrease in their productivity level on work and 34(14.2%) of them disagrees and know that conflict has no impact on their performance level and can contribute to the organization's productivity even there are workplace conflicts. The remaining 17(7.1%) were neutral. These leads the mean response to be 3.81 which implies agreement of respondents on the item.

In measuring if respondents hostility towards their colleges was affected by conflict, respondents that account for 165(69%) agreed while the remaining 48(20%) and 26(10.9%) shown their disagreement and neutrality respectively. The mean of the responses is 3.58 showing a agreement response conclusion. For decline in cooperation, 191(79.9%) of them agreed, 33(13.8%) disagreed and 15(6.3%) remain neutral. The mean value 3.91 relies between 3.51- 4.50 which indicates agreement of the respondents.

From the respondents 58(24.3%) disagreed that they Experience depression and lower job motivation when conflict occurs; mean result of 3.44 for the item indicates neutral response. Most respondents 156 (65.3) think of changing job as a means of avoiding conflict. The mean result diversion of 3.49 shows respondents are neutral to the item. Diversion of energy from work and developing health problem has a mean result of 3.45, and 3.34 respectively i.e. neutral. So from the all dysfunctional outcomes of conflict, the major ones are waste of resource, decline in cooperation, high employee turnover and waste of time leading to miss deadline or affecting the quality of work.

Table 4.4 Negative conflict outcome to the corporation itself

	Strongly agree		Agree		Neutral		Disagree		Strongly Disagree	
	N	%	n	%	n	%	n	%	N	%
High employee turnover	51	21.3	137	57.3	14	5.9	32	13.4	5	2.1
Absenteeism	26	10.9	127	53.1	39	16.3	40	16.7	7	2.9
Work instability & Insecurity	18	7.5	137	57.3	39	16.3	40	16.7	5	2.1
Waste of time leading to miss deadline	68	28.5	121	50.6	11	4.6	34	14.2	5	2.1
Waste of resources	79	33.1	109	45.6	9	3.8	38	15.9	4	1.7
Waste of time	40	16.7	135	56.5	29	12.1	31	13.0	4	1.7

Source: Own survey, 2017

The rate at which conflict escalates in the corporation reflects the rate at which the employees leave the organization in search of better places and employment. 188(78.6%) of respondents employees agree that conflict at workplace has a high degree of contributing to staff departure because they are not interested in tolerating conflict ridden environment. They see departure as a way of avoiding conflict. 14(5.9%) of employees were neutral and the rest 37 (15.5%) shown their disagreement on the issue. So the mean average of the responses 3.82 indicates the agreement of respondents.

It is true that employees engaged in conflict usually find reasons to absent themselves from work place as a way of avoiding conflict and its impact. 153% of respondents 62.3% agree with foregoing statement while 47(19.6%) of the respondents disagreed with the average response rate of 3.52 which lie in the agree level of Dane B. 2007 level of agreement classification.

Available data indicates that 155% of respondents (64.8 employees) agree that conflict at work place causes insecurity where employees develop mistrust, suspicions and fear of each other resulting into treachery and conspiracy. At the individual level, respondents said that many times staff engaged in conflict takes time thinking on how to leave the institution to look for elsewhere to be secure. The mean response (3.51) shows agreement of respondents.

On most of the times conflict leads to waste of time which in turn leads to miss deadline of actions expected to be finished on time. Here 189(79.1%) of responses indicate the agreement of those employees on the issue. The rest 11(4.6%) and 39 (16.3%) of them shown their disagreement. Based on Dane B. 2007 classification of agreement the mean average number of 3.89 indicates the agreement of respondents on the item as it falls between 3.51- 4.50.

Time and resources are wasted in cliques, rumors mongering and diversion from the actual work due to lack of motivation resulting from conflicts at workplace. 188(78.7%) and 175(73.2%) of respondents agree that a lot of resource and time are lost respectively where employees take time thinking about not only conflict but also about the perceived adversaries. 42(17.6%) and 35(14.7%) of them disagreed that resource and time are wasted respectively, which is a small number. While the rest were neutral. So, the mean response rate 3.74 for waste of time and 3.92 for waste of resource implies agreement for both items.

4.5 Inferential Analysis

4.5.1 Overall significance of the model

The test for significance of regression is a test to determine if there is a linear relationship between the response y and any of the explanatory variables. This procedure is often thought as an overall or global test of model adequacy.

The test procedure is a generalization of the analysis of variance. The statistic for analysis of variance is F statistic, which is the ratio of two independent χ^2 random variables, each divided by their respective degrees of freedom. The analysis of variance (ANOVA) also tells us whether the model, overall results in a significant good degree of prediction of the

outcome variable. In the ANOVA table 4.6.1, SPSS output indicated the F-statistics and the associated significance value. The F-statistics is 89.729 with P-value, $P=.000$, it is less than the significance level (5%), indicates that the model is well fitted. And a significant F value indicates a departure from linearity.

Table 4.5 ANOVA result

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	65.881	4	16.470	89.729	.000 ^b
	Residual	42.952	234	.184		
	Total	108.833	238			

a. Dependent Variable: Conflict

b. Predictors: (Constant), Personal behavior, Structure, Communication factor, Harassment and violence.

Source; Own Survey, 2017

4.5.2 Diagnostic test of multiple linear regression assumption

The assumptions of multiple regression are identified as primary concern in the research include linearity, homoscedasticity, normality, and collinearity. This section will specifically test each assumption and address how to test for each assumption and the interpretation of results.

Goodness of fit statistics is used to test how well the sample regression function fits the data. The most common goodness of fit statistics is known as R^2 which is defined as the square of the correlation coefficient between the values of the dependent variable and the corresponding fitted values from the model. R^2 lies between 0 and 1. A modification of R^2 , adjusted R^2 is also used which takes into account the loss of degree of freedom associated with adding extra variables. It attempts to correct R^2 to more closely reflect the goodness of fit of the model in the population. A value of R^2 close to 1 indicates that the model explains nearly all of the variability of the dependent variable about its mean value, while a value of R^2 close to zero indicates that the model fits the data poorly.

The SPSS output on table 4.6.2 demonstrates the model summary which constitutes R, R² & adjusted R². It illustrates the strength of the relationship conflict outcome (conflict outcome) and explanatory variables (Personality factor, Communicational factor, Structural factor and staff selection). The value of R² is .599, which indicated that the explanatory variables in this study can account for 59.9% of the variation in conflict outcome. However, the remaining percentage of the variation is unexplained.

Table 4.6 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778 ^a	.605	.599	.428

a. Predictors: (Constant), Personal behavior, Structure, Communication, Harassment and violence

b. Dependent Variable: Conflict

Source; Own Survey, 2017

4.5.3 Test of Linearity

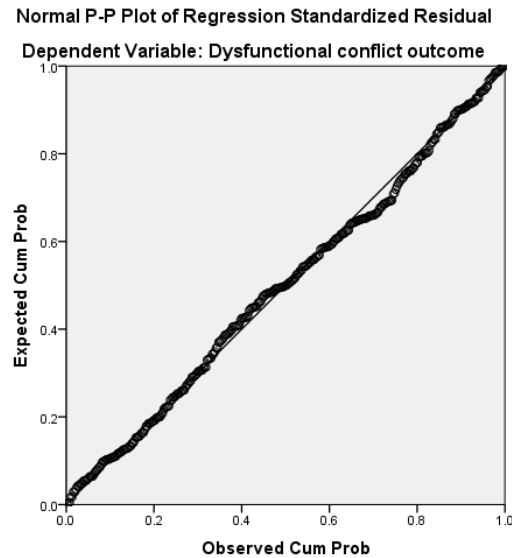
Linearity defines the dependent variable as a linear function of the predictor (independent) variables. Multiple regression can accurately estimate the relationship between dependent and independent variables when the relationship is linear in nature (Osborne & Waters, 2002).

If linearity is violated all the estimates of the regression including regression coefficients, standard errors, and tests of statistical significance may be biased (Keith, 2006). If the relationship between the dependent and independent variables is not linear, the results of the regression analysis will under- or over- estimate the true relationship and increase the risk of Type I and Type II errors (Osborne & Waters, 2002).

So this assumption is very important in linear regression analysis and it can be checked by using Normal P-P plot. In this method which assumes that the residuals should have a straight-line relationship with predicted dependent variable scores. If this assumption is violated, the linear regression will try to fit a line to data that do not follow a straight line. This assumption can be checked from a scatter plot between the response variable and the

predictor which helps us identify presence of nonlinearity. As it can be seen from the Normal P-P Plot of regression standardized residual shown below, it seems the linear regression fit the data on a straight line which confirmed existence of linearity.

Figure 4.4 Normal P-P plot

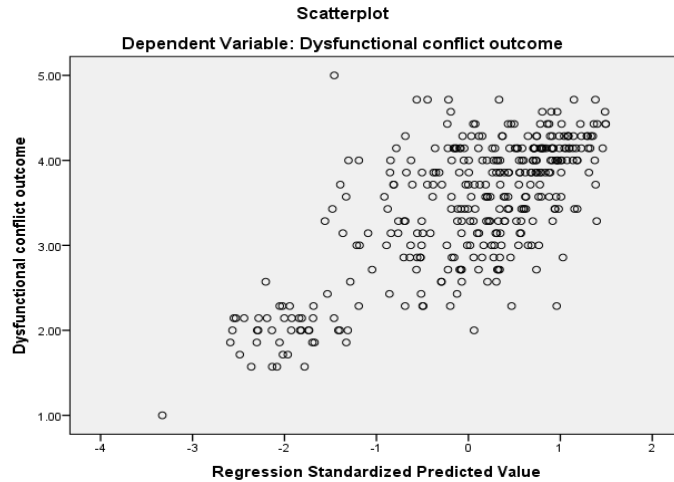


Source; Own Survey, 2017

4.5.4 Homoscedasticity

The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables (Osborne & Waters, 2002). This means that researchers assume that errors are spread out consistently between the variables (Keith, 2006). This is evident when the variance around the regression line is the same for all values of the predictor variable. In this assumption the variance of the residuals is homogeneous across levels of the predicted values. If the model is well fitted, there should be no pattern to the residuals plotted against the fitted values. If the errors do not have a constant variance, it is said to be heteroscedastic. As it can be seen from the scatter plot shown below, the error term seems normally distributed.

Figure 4.5 Homoscedasticity test plot



Source; Own Survey, 2017

4.5.5 Multicollinearity Test

The simplest way to ascertain whether or not the explanatory variables are highly correlated with each other is to examine a correlation matrix. If correlations are above .80 then it shows as a problem of multicollinearity. In this study the correlation matrix for the independent variables on table 4.7 showed that the highest correlation is 0.687 observed, which is between Personal behavior and conflict. Hence, there is no correlation above 0.8 as stated above. As a result, it can be concluded that there is no multicollinearity problem.

Table 4.7 Pearson Correlation Coefficients of the conflict (dependent variable) and the selected determinants (independent variables)

Variables	Conflict	Communi cational factor	Organizatio nal Structure	Harassm ent and Violence	Personal Behavior
Conflict	1				
Communicational factor	.641	1			
Organizational Structure	.581	.574	1		
Harassment and Violence	.551	.427	.510	1	
Personal Behavior	.687	.531	.517	.613	1

Source; Own Survey, 2017

As it can be seen from table 4.7, Pearson correlation was performed to study the size and magnitude of the relationship between the variables. The relationships between the conflict at METEC, Metals and Fabrication Industry and (Personal behavior, Organizational structure, Communicational factors as well as Harassment and violence) is positive and significant. The correlation statistics was computed using SPSS 20.0 version.

The findings also indicate a largest positively correlation between Personal behavior and job conflict ($p=0.687$), communicational factors are also positively related to the dependent variable conflict ($p=0.641$), and also organizational structure have a positive correlation among all variables ($p=0.581$) and significant at 95.0%.

Finally this findings reveal that the dysfunctional outcomes of conflict for employees at METEC, Metals and Fabrication Industry increases proportionately with an increase in Personal behavior, communication causes, organizational structure and harassment and violence respectively.

A more precise approaches to use the Multicollinearity statistics that SPSS can provide. The Variance inflation factor (VIF) and tolerance statistic can tell whether or not a given explanatory variable has a strong relationship with the other explanatory variables.

Tolerance is an indicator of how much of the variability of the specified independent variables is not explained by the other independent variables in the model and is calculated using the formula $1-R^2$ for each variable. If this value is very small (less than .10) indicates that the multiple correlation with other variables is high, suggesting the possibility of multicollinearity. The other value given is the VIF (Variance inflation factor), which is just the inverse of the Tolerance value (1 divided by Tolerance). VIF values above 10 would be a concern here, indicating multicollinearity. In the result of this study shown on Table 4.8 shows the tolerance value for each independent variable is above 0.10 and VIF value for each independent variable is below 10, therefore this indicates as no multicollinearity problem.

Table 4.8 Coefficients

Model	Collinearity Statistics	
	Tolerance	VIF
Communicational factor	.595	1.682
Organizational Structure	.570	1.753
Harassment and Violence	.573	1.746
Personal Behavior	.523	1.911

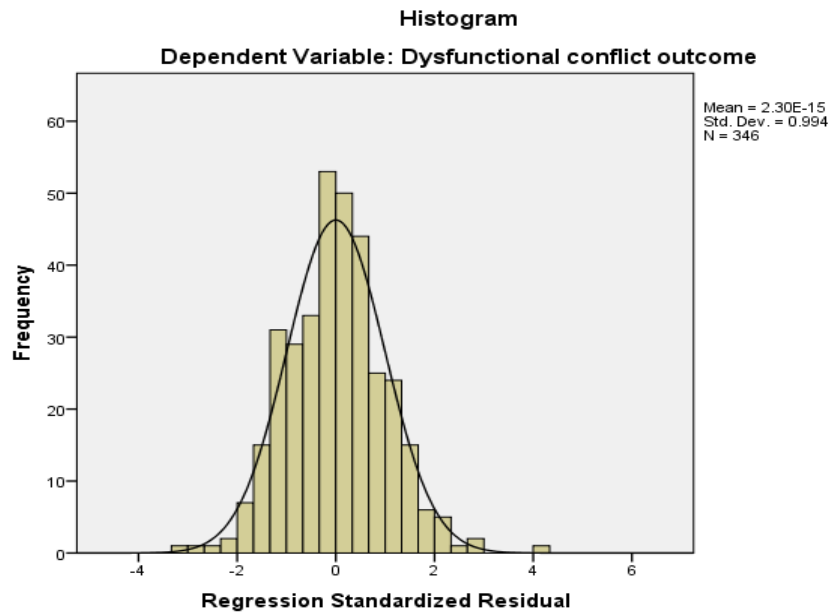
a. Dependent Variable: Conflict
Source; Own Survey, 2017

4.5.6 Normality test

Another important diagnostic test conducted in this study is the normality assumption (i.e. the normally distributed errors). A normal distribution is not skewed and is defined to have a coefficient of kurtosis with 3. Skewness measures the extent to which a distribution is not symmetric about its mean value and kurtosis measures how far the tails of the distribution are. If the residuals are normally distributed, the histogram should be bell shaped. The residuals scatter plots allow us to check whether the residuals should be normally distributed about the predicted dependent variable scores. The residual are normally distributed with a mean of zero and standard deviation of one. Result shown below is histogram and p-p plot, the residuals seem normally distributed and the residuals are distributed with a mean of 0 and standard deviation of 0.994 which is approximately 1. Thus, the model fulfils the assumption of normally test.

Moreover, in the Normal Probability Plot it is expected that points will lie in a reasonably straight diagonal line from bottom left to top right which can be confirmed from p-p plot shown figure 4.6. This would suggest no major deviations from normality.

Figure 4.6 Normality Probability Plot



Source; Own Survey, 2017

4.5.7 Test on individual regression analysis

Table 4.9 below shows as the Constant or intercept term and the regression coefficients for each explanatory variable. The constant value 1.241 represents the intercept, which is the predicted conflict outcome when all explanatory variables holding constant in the model.

The linear regression model showed that personal behavior is a significant predictor of conflict. The regression coefficient for this variable indicates that for every unit increase in personal behavior the model predicts an increase of .289 in conflict.

For communicational factor, conflict will show .255 increase as communicational factors increases in a one unit. Whereas organizational structure have a little impact on conflict with an increase of .188 amount as organizational structure increase for one unit. Finally as Harassment and violence increases for one unit conflict will also increase for .081 rate.

Table 4.9 Individual regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.241	.132		9.423	.000
Communicational factor	.225	.039	.305	5.731	.000
Organizational Structure	.118	.041	.155	2.855	.005
Harassment and Violence	.081	.040	.110	2.026	.044
Personal behavior	.289	.044	.377	6.640	.000

Source; Own Survey, 2017

4.6 Discussion and finding of the study

From the overall analysis of the study results the following major findings were summarized:

The research indicated that most male employees of METEC, Metals and Fabrication Industry, those who are experienced or those who have an experience above 11 years working in the corporation, those who are in the age between 26- 45 and employees with education status from Level 1 to 5 mostly experience workplace conflict and also most respondents 57.6% agreed on the issue that they experience conflict at their workplace.

This finding was concurred with the previous study on the topic was the findings of Fasil, (2013) study on Wonji sugar factory by focusing on the causes of conflict and its outcome on the performance of employees. The result indicates that most male employees and those who have many years of experience tend to be more vulnerable to conflicts that occur on their workplace.

Most respondents agreed that they spent time on conflicts that happen on their work areas. From those who agreed that they experience conflict on their work area 51 of them tell that they waste from 30 minutes to one hour and also 49 of them agreed that they waste from one to three hours dealing with conflict. On the other side most employees agreed on the frequency of conflict with “sometimes” response.

This result is in line with a research made by the government of Rwanda on the title “causes and impacts of workplace conflict”. The findings shows that many employees working at the governmental institutions of the country waste from 30 minutes to one hour of working time while dealing with conflicts and thinking about it. And at the same time they also face conflicts at the frequency level of “sometimes” at their workplace. In addition the research showed the time wasted in terms of month and also changed the time wasted in to money by considering the monthly salary of employees.

Concerning causes of conflict in the corporation, three major causes of conflict are identified, Personal behavior is the major one as indicated in the output result of SPSS. While other causes communicational, organizational structure as well as harassment and violence takes the next places respectively.

In line with the above finding, Fasil, D, (2013), indicated that personal factors are the major causes of conflict at workplace which is a result of personal emotion, scarce resources, personality of the employee and other factors. The result also showed that communicational factors, attitude and organizational structures as causes of conflict at workplace respectively.

Regarding outcomes of conflict at individual level most of the respondents agreed that they cannot cooperate with other colleges when conflict occurs. Decrease in productivity takes the second place as effect of conflict on employees and also employees consider changing their job due to unfavorable working environment created by the repeated conflict at their workplace. And coming to the organizational level consequence; most employees agreed that they waste time on conflict issues so they miss the deadlines of a work to finish them on time. Waste of resource and high employee turnover are also the other outcomes considered by the respondents at the corporation.

CHAPTER FIVE

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

This study attempted to identify the causes and outcomes of workplace conflict in METEC, Metals and Fabrication Industry. The study employed both primary and secondary source of data to conduct the study. Questionnaires were used for primary source of data and books, articles, journals and other published materials for secondary data. Out of total population 708 a sample of 256 respondents were selected using simple random and purposive sampling techniques and from those samples 239 respondents response was analyzed using SPSS 20.0. The findings of the study are:

Since workplace is composed of people 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 and 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.

The study investigates the factors creating workplace conflict and their effects in the corporation. As per the researcher's objective and from the collected and analyzed data from METEC, Metals and Fabrication Industry.

From the empirical study concerning causes of conflict, there is convincing evidence that many of the factors identified by the study are cause of conflict in the organization with different degree. As depicted on the inferential part of the analysis; from the four causes of conflict identified, Personal factors which can arise due to attitude of the respondents, Emotion of the respondent and personality as well as attitude of the respondent appears to be the major causes of conflict followed by communicational factors those emerging due to information overload of lack of communication skill and problems related to

organizational structure which are coming from task interdependence, relation with manager and other reasons come to be the major causes of conflict at the corporation.

Concerning to the outcomes of workplace conflict on organization as well as on individual employees, 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. As depicted on descriptive part of the analysis, decline in cooperation is the most obvious and common consequence of conflict at individual level. While waste of time leading to miss-deadline of task given is the major negative outcome of conflict on the corporation. High employee turnover and waste of resource are the next outcomes as shown on the descriptive part of the study.

As it was indicated in the inferential statistics, conflict at workplace increases as the causes occur frequently that are selected in this research increases (see the correlation & regression part). In other words; the existence of the above causes in the corporation affects workplace conflict positively. Personal behavior, communicational factors, organizational structure, and harassment and violence are causes for conflict at workplace in the corporation.

5.3 Recommendations

As stated on 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.

Since the major cause of conflict in METEC, Metals and Fabrication Industry 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 organizations premises. This will create the feeling that the organizations premises. This will create the feeling that the organization is concerned about their wellbeing, which in turn motivates the employees to exert their maximum effort on their work.

And again it is better if METEC develops a good 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 difference and minimize the gap between them. These programs are like special trips, get together, recreational tours and the like.

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 is better if efforts are made regarding the problem of communication; this will help the corporation to overcome causes of conflict as a result of communicational factors. It is better if the corporation modifies its communication channel through which information flow, 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.

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 lesson from past experience of others. It will be also necessary to provide basic information and understanding about conflicts and how to deal with them. This will help the employees as well as the organization to solve the problem.

5.4 Future research direction

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 conceptualizing the source and outcome of workplace conflict. 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 METEC, Metals and Fabrication Industry employees, 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 and look in to the functional side of conflict at workplace.

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APPENDIX 1
SPSS output of Reliability Analysis

For Causes of Conflict

Reliability Statistics

Cronbach's Alpha	N of Items
.895	16

For Outcomes of Conflict

Reliability Statistics

Cronbach's Alpha	N of Items
.895	13

Appendix

Questionnaire

JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

MPM PROGRAM

(Questionnaire for employees of METEC, Metals and Fabrication Industry daily laborer employee)

Dear Respondents

This questionnaire is prepared by a graduate student from Jimma University, College of Business and Economics; for the purpose of analyzing the causes and its dysfunctional consequences of workplace conflict at Metals and Engineering Corporation (METEC), Metals and Fabrication Industry. This questionnaire is meant to secure relevant data to the study which is believed to assess the causes and consequences of workplace conflict in Metals and Engineering Corporation (METEC), Metals and Fabrication Industry employees. Therefore, your genuine support 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

- Your participation is voluntary
- Guarantee you that your responses will not be disclosed to any one
- Do not write your name on the questionnaire
- Please simply tick the most appropriate responses for you and your enterprise

Thank you for your cooperation in advance!

Section one: Respondents profile

1. Sex: Male Female
2. Age: 18-25 26-35 36-45 46 and above
3. Educational level: Below Grade 10 Preparatory Level 1 and 2
 Level 3 to 5 Degree Masters
4. Year of experience in the organization:
 Below 1 year 1-5 years 6-10 years 10-15years
 Above 15 Years

Section 2: Existence of workplace conflict (Circle your answer)

1	Have you ever experienced a workplace conflict(s) in your organization? 1. Yes 2. Not at all
2	It is not conflict it is rather dispute or just disagreement 1. Yes 2. Not
3	If yes, how often workplace conflicts do occur? 1. Often 2. Sometimes 3. Not at all 4. I don't know
4	How much time per day could it take you to think about how to think about it and to fix it? 1. 30 minutes-1 hour/day 2. 1hour-3hours/day 3. More than 3 hours/day
5	Where do the workplace conflicts mostly fall? 1. Between the management team itself 2. Between the management and the employees 3. Between groups of employees 4. Between individual employees
6	Degree of intensity 1. Less intense (Avoidance) 2. Moderate (collision) 3. Intense

Section 3: Causes of conflict

The table below indicates the possible causes of conflict in an organization. Please tick or circle on the agreement level of Likert scale that you think on the causes of conflict in your organization. Use tick or circle.

Where: 1=strongly disagree; 2=disagree 3= neutral; 4=agree & 5=strongly agree

Number	Questions	Strongly agree(1)	Agree(2)	Neutral(3)	Disagree(4)	Strongly Disagree(5)
1	Whenever I have negative feeling I fail to perform my Job Effectively	1	2	3	4	5
2	I often fail to avoid difficult conversation that; a problem just go away	1	2	3	4	5
3	I feel that my skill set is not adequate enough to perform at the same level as my co-worker	1	2	3	4	5
4	When I feel pressured in many different aspects of life, I sometimes lash out in non-productive ways	1	2	3	4	5
5	Instead of quality information, I focus on quantity of information	1	2	3	4	5
6	My supervisor/ manager fail to use sincere, clear, concise and kind of words during work	1	2	3	4	5
7	I fail short to give time and attention while communicating with colleagues and supervisor	1	2	3	4	5
8	I mostly judge co-workers the first time I meet them	1	2	3	4	5

9	I usually get misperceived by my co-workers	1	2	3	4	5
10	I'm uncertain about what task is expected from me to do.	1	2	3	4	5
11	I usually face a clash over one's role in the organization	1	2	3	4	5
12	I feel unsatisfied with the reward system that the organization follows	1	2	3	4	5
13	I don't feel comfortable to work in harmony with those who receive unfair reward	1	2	3	4	5
14	Harassment to junior staff by supervisors	1	2	3	4	5
15	Constant focus on particular person without reasonable cause	1	2	3	4	5
16	Sexual harassment	1	2	3	4	5

Section Four: Dysfunctional outcomes of conflict

Number	Questions	Strongly agree(1)	Agree(2)	Neutral(3)	Disagree(4)	Strongly Disagree(5)
Dysfunctional conflict outcome on the organization itself						
1	Waste of time leading to miss deadline or affecting the quality of work	1	2	3	4	5
2	High employee turnover	1	2	3	4	5
3	Waste of time	1	2	3	4	5
4	Waste of resources	1	2	3	4	5

5	Absenteeism	1	2	3	4	5
6	Work instability& Insecurity	1	2	3	4	5
Dysfunctional conflict outcome on the individual employee						
7	Decrease in productivity	1	2	3	4	5
8	Hostility towards colleagues	1	2	3	4	5
9	Decline in cooperation	1	2	3	4	5
10	Experiencing depression and lower job motivation	1	2	3	4	5
11	Considering a job change	1	2	3	4	5
12	Diversion of energy from work	1	2	3	4	5
13	Developing health problem	1	2	3	4	5

Source: Fasildamtew(2013)

ጅማ ዩኒቨርሲቲ

አስተዳደርት /ትክፍል

ድህረ ምረቃ ፕሮግራም

ይህ መጠይቅ የተዘጋጀው በጅማ ዩኒቨርሲቲ የሁለተኛ ደግሪ የህዝብ አስተዳደር ተማሪ ሲሆን ጥቅሙም የግጭት መንስኤዎች እንዲሁም የተቸውን ጠቃሚ ያልሆነ ዉጤት በብረታብረት እና እንጂነሪንግ ኮርፖሬሽን የብረታብረትና ምርት ኢንዱስትሪ ሰራተኞች ላይ ነዉ። መጠየቁም ለጥናቱ አስፈላጊ የሆነውን መረጃ ለመሰብሰብ ታስቦ የተዘጋጀ ነዉ። ስለሆነም የአርሰዎ ክልብ የመነጨ ድጋፍ ለጥናቱ መሳካት ከፍተኛ ጥቅም አለዉ። በተጨማሪም የሚሰጡት ማንኛዉም ምላሽ ሚስጥራዊነቱ የተጠበቀ መሆኑን እገልገለዉ። እናም መጠይቁን በጥንቃቄ እንዲሞሉት እየጠየኩ ስለትብብርዎ ክልብ አመሰግናለዉ።።

አጠቃላይ መመሪያዎች።

- ተሳትፎዎ በፍቃደኝነት ነዉ
- የሚሰጡን ምላሽ ሚስጥራዊነቱ የተጠበቀ ነዉ
- ስሞትን መፃፍ አይጠበቅቦትም
- መልስ ነዉ ብለዉ ያሰቡት ቁጥር ወይንም ሀሳብ ላይ ያክብቡ

ስለትብብርዎ ክልብ አመሰግናለዉ!!!

ክፍል 3: የግጭት መንስኤዎች

ለሚከተሉት ጥያቄዎች ከአንድ እስከ አምስት ካሉት የ Likert-scale ምርጫዎች ዉስጥ ያክብቡ::

1- በጣም አልሰማም 2- አልሰማም 3- ገለልተኛ 4- እሰማለሁ 5- በጣም እሰማለሁ

ጥያቄዎች	በጣም አልሰማም	አልሰማም	ገለልተኛ	እሰማለሁ	በጣም እሰማለሁ
1 መጥፎ ወይም አሉታዊ ስሜት በሚሰማኝ ጊዜ ስራዬን በተገቢ ሁኔታ ማከናወን ያስቸግረኛል	1	2	3	4	5
2 አብዛኛውን ጊዜ አስቸጋሪ የሆነ ንግግር ውስጥ ስገባ ራሴን መቆጣጠር ስለሚያስቸግረኝ ችግር ይፈጠራል	1	2	3	4	5
3 ራሴን ከሌሎች የስራ ባልደረቦቼ ጋር ሳነጻጽር ስራዬን ለማከናወን በቂ ብቃት እንደሌለኝ ይሰማኛል	1	2	3	4	5
4 በተለያዩ የህይወት ምክንያቶች ጭንቀት ሲሰማኝ ስራዬን ውጤታማ ባልሆኑ መንገዶች ወደ ማከናወኑ አጋድላለሁ.	1	2	3	4	5
5 ለአለቃዬ ጥራት ያለው መረጃ ከመስጠት ይልቅ ብዛት ያለው ያለው መረጃ ወደመስጠት አተኩራለሁ	1	2	3	4	5
6 ከአለቃዬ ጋር በምነጋገርበት እና ትዛዝ በሚሰጠኝ ጊዜ ግልጽ እና ትህትና የተሞላበት ቃላትን አይጠቀምም	1	2	3	4	5
7 ከአለቃዬ እና ከስራ ባልደረባዎቼ ጋር በምነጋገርበት ወቅት አትኩሮት መስጠት ያስቸግረኛል	1	2	3	4	5
8 አብዛኛውን ጊዜ ስለስራ ባልደረባዎቼ ፀባይ በመጀመሪያ ሁኔታቸው ውሳኔ ላይ እደርሳለሁ	1	2	3	4	5
9 አብዛኛውን ጊዜ የስራ ባልደረቦቼ ስለኔ ፀባይ የተሳሳተ አመለካከት አላቸው	1	2	3	4	5
10 ከእኔ ምን አይነት ስራ እንደሚጠበቅብኝ እርግጠኛ አይደለሁም	1	2	3	4	5
11 አብዛኛውን ጊዜ ከስራ ባልደረቦቼ የስራ ግብ ጋር እጋጫለሁ	1	2	3	4	5
12 ድርጅቱ በሚከተለው ስራተኞችን የማበረታቻ ሽልማት ዘዴ ደስተኛ አይደለሁም	1	2	3	4	5
13 ያለአግባብ ከተሸለሙ ስራተኞች ጋር ተግባብቶ በህብረት መስራት ምቹነት አይሰጠኝም	1	2	3	4	5
14 አመራሮች በታችኛው ክፍል ባሉ ስራተኞች ላይ የሚያደርሱት ጥቃት	1	2	3	4	5

15	በአንድ ስራተኛ ላይ ያለበቂ ምክንያት ከተገቢው በላይ ቁጥጥር ማካሄድ	1	2	3	4	5
16	ዖታዊ ጥቃት	1	2	3	4	5

ክፍል 4: ጠቃሚ ያልሆኑ የግጭት ውጤቶች በድርጅቱ ላይ:

	ጥያቄዎች	ቦጣም	አልሰማም	አልሰማምም	ገለልተኛ	እስማማለሁ	ቦጣም	እስማማለሁ
1	የስራ ስህተት መባከን፤ የተሰጡትን ስራዎች በሰአቱ አለመጨረስ እና ጥራት መቀነስ	1		2	3	4	5	
2	ከፍተኛ የስራተኞች ከስራ መልቀቅ	1		2	3	4	5	
3	የስራ ብክነት	1		2	3	4	5	
4	በስራ የሚዉሉ ግብአቶች ብክነት	1		2	3	4	5	
5	ከስራ ገቢታ ላይ በተደጋጋሚ መቅረት	1		2	3	4	5	
6	የስራ አለመረጋጋት እና አስተማማኝነት መቀነስ	1		2	3	4	5	
በስራተኛው ላይ:								
7	ምርታማነት መቀነስ	1		2	3	4	5	
8	ከስራተኞች ጋር ጠላትነት ማፍራት	1		2	3	4	5	
9	ከስራተኛው ጋር ያለኝን ትብብር መቀነስ	1		2	3	4	5	
10	ጭንቀት እና ለስራ ያለኝ ተነሳሽነት መቀነስ	1		2	3	4	5	
11	ለስራ የማወጣዉን ጉልበት መቀነስ	1		2	3	4	5	
12	ስራ ለመቀየር ማሰብ	1		2	3	4	5	
13	የጤና ችግር መከሰት	1		2	3	4	5	

