

***CONFLICT SOURCE AND RESOLUTION MECHANISMS (THE CASE
OF ETHIOPIAN ROAD AUTHORITY (ERA) JIMMA DISTRICT)***



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Declaration

I hereby declare that this thesis entitled “Conflict source and resolution mechanisms in the case of Ethiopian road authority (ERA) Jimma district” has been carried out by me under the guidance and supervision of Taye Amogne (PhD) and Mrs. Abera Jaleta (MBA). This thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions. It is offered here in partial fulfillment of the requirement for the Degree of Masters of public management.

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Approval Sheet

This is to certify that the thesis prepared by Ashenafi Kechine entitled by “Conflict source and resolution mechanisms in the case of Ethiopian road authority (ERA) Jimma district”, and submitted in partial fulfillment of the requirements for the Degree of Masters of Public Management (MPM) complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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List of Acronyms /Abbreviations

ADR.....	Alternative Dispute Resolution
CEO.....	Chief executive officer
CSA.....	Central Statics Agency
CR	Conflict Resolution
EACC.....	Ethiopian Arbitration and Conciliation Center
ERA.....	Ethiopian Road Authority
FDRE.....	Federal Democratic Republic of Ethiopia
ICR	Indigenous Conflict Resolution
IK.....	Indigenous Knowledge
NGOs	Non-Governmental Organizations
NURC.....	National Unity Reconciliation Commission
OSSREA	Organization for Social Science Research in Eastern and Southern Africa
SPSS	Statistical Package for Social Science
UN.....	United Nations
UNDP.....	United Nations Development Program
UNESCO	United Nations Educational Social and Cultural Organization
USA.....	United States of America
USAID.....	United States Agency for International Development

Abstract

In any workplace, there are problems that arise every day. Recognizing and understanding the source of the conflict is the first step in addressing the issue. Unless conflict is managed properly, it results in political, social and economic destruction of human beings. The cost of conflict depends on the type of conflict resolution system that individuals used to settle disagreements. The main objective of this study was assessing conflict source and resolution mechanisms in the case of Ethiopian road authority (ERA), Jimma district. The study was employed explanatory research design to investigate the outcomes of workplace conflict on organizational performance. The primary data were collected using closed and open ended questionnaire. The secondary data were collected using books, articles, journals and other published materials. This study was involved 216 samples of respondents. The questionnaires were distributed to the sample respondents of Ethiopian road authority (ERA), Jimma district, which are selected using stratified systematic sampling. The data that are collected was analyzed using descriptive and inferential statistical tools such as factor analysis and hierarchical cluster analysis. The results obtained from the analysis shows that there is a wide range of conflict in the organization, a problem of conflict perception is also observed, there is no enough special training and orientation prepared to change this perception, interpersonal conflict is mainly arises in the institution. The conflict management practice of the organization is found to be poor. To avoid the above problems; 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. It is also very crucial for organization focusing on resolving conflicts before escalating and result in negative outcomes on the organization environment. In addition, it would be important working on being knowledgeable about sources of conflicts, expanding resources, giving staff opportunities for growth, and also trying to embrace change. Additionally, several points are forwarded as a recommendation to solve the problems observed.

Keywords: *conflict resolution, conflict, economical destruction, disagreements, conflict perception, organizational performance.*

Chapter One

Introduction

This chapter of the study deals with the background of the study, statement of the problem, research questions, objective of the study, significance of the study, scope of the study, limitation of the study and the operational definitions of key terms.

1.1. Background of the Study

Many scholars in the field of conflict resolution and peace building process have defined conflict in a way that enables us to understand its meaning.

Webster's dictionary defines conflict as a sharp disagreement or opposition of interests or ideas. Anytime people work together, conflict is a part of 'doing business'. Conflict is a normal and natural part of any workplace. When it occurs, there is a tendency for morale to be lowered, an increase in absenteeism and decrease in productivity. It has been estimated that managers spend at least 25 percent of their time resolving workplace conflicts – causing lowered office performance.

Tades and Yona,(2001:1) stated that, 'conflict describes relationships in which each party perceives the other's goals, values, interests or behavior as antithetical to its own'. Starting from this, there can be a multitude of ways to resolve such existing or perceived contradictions. Any society and any political system in the world have to try to develop its own institutions, organization, and systems to handle conflicts peacefully and to prevent violence. 'What has to be prevented is violence, not necessarily conflict as such. Rather conflict can and perhaps should be accepted as an inevitable component of all-social political relations, as well as an indicator of problems'. Finally, it should not be forgotten that conflict is a most powerful factor to bring about change and development in the above-mentioned definition.

Since conflict is one of the biggest challenges that a supervisor or manager has to face in the organization, it is essential for managers at every level to understand how conflict can arise, and what strategies might be used to cope with it. Moreover, too much or too little conflict can inhibit creativity and minimize organizational performance. Similarly, poorly managed conflict can do the same. This shows that when conflict is well managed, problems can be resolved effectively, and the solutions are more likely to be fresh and innovative (Robbins 2003, 390).

Conflicts are either functional or dysfunctional. Functional conflict is a confrontation between groups that enhances and benefits the organization's performance. Those conflicts which refer to a confrontation or interaction between groups that harm the organization or hinder the achievement of organizational goals are dysfunctional conflicts. To this end, the managers of the organization are supposed to avoid those dysfunctional and motivate the functional ones.

Recent ideas on conflict recognize that conflict is neither inherently good nor bad but can be either depending on how it is dealt with. Rather than eliminating conflict this view stresses that what is important is that conflict should be effectively managed. So managers are required to acquire effective know how on how to solve the conflicts encountered by the organization.

In order to solve dysfunctional conflicts existed in an organization; there are conflict management tools to be applied. These tools are commonly called "conflict management styles" which incorporates; avoiding, collaborating, accommodating, competing and compromising. In addition to these, negotiations and third party's interventions are also used as potential means of resolving conflicts. Though it is almost impossible to avoid conflict in human relations, to reduce its negative consequences people tend to solve conflicts, which we call it conflict resolution.

According to Sanson and Di (2007) conflict resolution is a set of strategies which can be used to satisfy human needs of security, identity, self-determination and quality of life for all people who are engaged in a conflict. In similar context Dereje (2010) explains conflict resolution as the suppression of conflict that has already broken out in the form of searching for solution that would reduce the levels of violence and prevent its intensification either through formally or using indigenous conflict resolution mechanism.

Unresolved conflict in work place has been linked to miscommunication resulting from confusion or refusal to cooperate, quality problem, missed deadline or delay, increased stress among employees, reduced creative collaboration and team problem solving, disruption to work flow, decreased customer satisfaction, distrust, spilt camps and gossip (Paul Larson, 2009).

The process, method and applicability of indigenous conflict resolution mechanisms are varying considerably from community to community, from region to region, from society to society (Volker, 2007). This indigenous conflict resolution plays a very significant role in the day-to-day lives of many ethnic groups and tribes particularly for the poor and marginalized societies (Meron, 2010). Local leaders and elderly people have used traditional laws to ensure conflict does not curve into uncontrolled violence and disrupt civic life. Locally trusted elderly people enjoy socially eminent status and authority granted by customs. While passing decisions they are based on high level of social consensus and legitimacy. Because the process is soft and based on the willingness of conflicting parties, the relationship between individuals, among families and kinship become strong (ibid). Indigenous conflict resolution system allows conflicting parties to work cooperatively by minimizing their gap in productive way that does not demolish their relationship. But solving conflicts or disagreements through formal process by using courts disputants rarely want to work together and cooperatively (Volker, 2007).

As a manager you need to find and focus on how to make it beneficial and how to minimize the negative aspects. As the CEO, you have to create an organizational culture that encourage and even rewards good conflict management, your goal has to be to increase the benefits achieved from managing and encouraging beneficial conflict, like task and process conflict; while managing, resolving and reducing the negative effects of relationship conflict (Tondor C.V, Havenga W. and Visagie J., 2008).

Furthermore, conflict occurs between people in all kinds of human relationships and social settings because of the wide-range of potential differences that people have. The absence of conflict usually signals the absence of meaningful interaction. Conflict by itself is neither good nor bad. However, the manner in which conflict is handled determines whether it is constructive or destructive (Owens, 1998). Specifically, as far as conflict in schools is concerned, it varies from other conflict situations which appear in other organizations since different individuals and groups such as students, teachers, administrative workers and other stakeholders involve in school activities. All these stakeholders bring different ideas, goals, values and needs to their schools and primarily these differences affect the relationships and functions of school organizations. These differences inevitably lead to conflict. But, this does not necessarily mean that conflicts always result in negative consequences in organizations. They can provide considerable values and benefits to individuals and organizations. Conflicts, if constructively managed: increase cohesion, creativity and innovation, greater effort; improve organizational commitment and; reduce tension (Greenberg, 1996). Moreover, Pondy (1989: 96) expresses the importance of conflict as “conflict is not only functional for the organizational but also essential to its existence”. Besides, the absence of conflict, if it occurs, often indicates the success of status quo interests (Ayalew, 2000).

Conflict is, therefore, quite a pressing problem that must be painstakingly addressed, requires an urgent attention and alleviate it is pretty challenging indeed. Thus, finding ways to promote the common good or positive outcomes and minimize the dysfunctional effects of conflicts is pivotal for the survival of an organization in general. To this end, the study attempted to investigate the nature, sources and managing mechanisms of conflicts within the study area.

1.2. Statement of the Problem

Road Construction in Ethiopia is increasing rapidly. In relation with this, Jimma district Road Construction authority has organizational members who have different interest and personality shaped by environmental, cultural, social and educational backgrounds under similar organizational goals and objectives. Multiplicity of needs interests and leadership problems may leads to conflict within the organization.

Conflict is inevitable; it can arise at any level of human interaction. It is a normal part of human life. Economists relate conflict with competition of economic interest. Conflicts normally arise in organizations. Conflict cannot be avoided especially between individuals or groups of people who regularly work together. This is because working together allows people to use their skills, bring out their ideas and show their personalities. As each person is made unique, personal differences on these mentioned aspects are likely to collide among workers in the organization. While conflict may be inevitable, this common organizational problem can be resolved.

There are many causes of conflict in any work setting. Some the authors like Griffin R. and Mullins (1996), and Nelson and Quick C. (2002) noted that intra-organizational conflict occurs due to differences in beliefs, basic values or knowledge, personal dislike, differing goals, attitudes or perceptions generated through organizational structure, and competition for power, position or recognition.

The impact and consequences of unattended conflict in the workplace on employees and the organization is immense on performance of an organization. Generally, Dijkstra(2006) argues for immediate attention to the resolution of the conflict rather than a careful and systematic (and invariably more time-intensive) approach to investigating the underlying causes of conflict. There is little to indicate that organizations actually attempt to establish the underlying causes of institutional conflict. Rather, in order to resolve conflict, individuals or groups resort to conflict management instruments without first determining what the sources (causes) of conflict are key element in developing appropriate conflict resolution strategies(Havenga 2004: 88). Mayer (2000, :8), for instance, argues that if the causes of conflict are known and understood, a conflict map can be developed, which could guide conflict resolution processes. Understanding the different forces that inform conflict behavior consequently empowers the facilitator or manager with the opportunity to develop a more selectively focused and nuanced approach for dealing with the specific occurrence of conflict(Tondor C.V, Havenga W. and Visagie J., 2008).

In the fact that individuals have different backgrounds, point of views, values, needs, personalities and other additional realities prevailing in an organizational environment made an organization a battle in which conflict is common. Regardless of the quality of a manger's leadership or his or her style of management and regardless of how well planned the organizational structure is, conflicts will occasionally arise within an organization. In fact every organization undergoes a certain amount of internal conflict that must be recognized and dealt with in a positive fashion if the organization is to prosper. In neither case, if the organization is tends to recognize all the conflicts encountered in a negative way, it will most likely lose some of the benefits that it can obtain. It may be said that it is the mismanagement of conflict rather than conflict itself that causes real trouble in an organization. Management's task is to recognize conflict whenever it occurs and use it whenever possible to secure the organization's best advantage.

However, most of the researches emphasize on identifying the causes of conflict on organizations and employees attitude towards conflict. Apart from this most of the studies focus on service industries such as universities, banks, airlines and other service providers.

On the ground of the above discussion, one can realize that the presence of effective conflict management practice in an organization would have a paramount importance. To this effect, by taking the importance of having good practice on this area, as well as the fact that there is no organization without conflict situation, it is found to be very crucial to study conflict source and resolution mechanisms in organization so as to suggest possible remedial for the problems to be identified. To this end, this study was initiated with the view of investigating the practice and challenges of conflict management in selected sector in order to fill the research gaps on the area.

1.3. Research Questions

Based on the above problem statement, the research was raised the following basic research questions:

1. What major factors are associated with conflicts within the district office?
2. Do you think that manager and employees have the awareness of conflict and its consequences at district office and are they responsible to solve it?
3. What is the economic contribution of conflict resolution in the study area?
4. What are the methods and procedures used to resolve conflicts?

1.4. Objectives of the Study

1.4.1 General Objective

The research is intended to achieve the objective of assessing conflict source and resolution mechanisms of Ethiopian Road Authority (ERA), Jimma District.

1.4.2. Specific Objectives

The research specifically intends to:

- ❖ To assess the major factors associated with conflict within the district office.
- ❖ To see manager and employees have the awareness of conflict and its consequences at district office and are they responsible to solve it.
- ❖ To evaluate whether conflict resolution is merit full or not in terms of economy.
- ❖ To analyze the methods and procedures used to resolve conflicts.

1.5. Significance of the Study

The significance of the study was not limit to the district office but also for the workers. When a conflict is being managed immediately without affecting the organization, employees were motivated with the attractive working environment, working with a good relation with their employers and work the best they can, and in return, they need to get higher pay off, promotion in salary, higher position, and other motivating factors. There for the research was significant for organization, researcher and others for several reasons: For district office identify causes of conflict and find ways in which workers and managers can work with together to accomplish the organization goals, if the district has the opportunity to get this research paper they clearly understand functions and dysfunctions of conflict. The study was also recommend the solution for problems identified in the study district, it also helps the researcher to grasp the experience of doing research, Besides, readers whoever read this paper, enrich their understanding in the field of study. Finally this research is used as base to undertake further detail study on the study area.

1.6. Scope of the Study

In this research an attempt was made to analyze conflict source and resolution mechanisms of Ethiopian Road Authority (ERA),Jimma District. Taking time and financial constraints in to account, this study was delimited to Ethiopian Road Authority (ERA),Jimma District. However, this study is restricted in the availability of well-organized and reliable data concerning the conflict source and resolution mechanisms of Ethiopian Road Authority (ERA),Jimma District.

1.7 Limitation of the Study

Due to time and cost limitations, the research was focused only on the conflict source and resolution mechanisms at Ethiopian Road Authority (ERA),Jimma district. There was no sufficient secondary source data to conduct the research on the contribution of or conflict source and resolution mechanisms. The researcher was traveled to others alike institutions to find relevant sources which serves as a clue for the basis of the study. The unwillingness of respondents was the major limitations to the study as some of the employees felt uncomfortable and others were simply not bothered.

1.8. Organization of the study

The study is organized into five chapters. Chapter one introduces the study by giving the background information on the research problem, main and specific objectives. The chapter further outlines the research questions, significance, scope, limitations as well as the organization of the study. Chapter two, deals with the review of relevant literature on the research problems and concepts with specific reference to how it applies to ERA, Jimma District. Chapter three discusses the research design and methodology adopted for the study and relevant justifications. It outlines the methodology for carrying out the secondary and primary data collections and how results was analyzed. Chapter four was focused on presentation and analysis of findings. Finally, chapter five were presents the summary of research findings, conclusions from the findings and recommendations following from the conclusions on the findings.

Chapter Two

Literature Review

2. Introduction

The literature reviews on the research thesis topic-conflict source and resolution mechanisms of Ethiopian Road Authority (ERA), Jimma District and explore the supporting theories that are related to the research problem. At the same time, the definition to the concepts was examined and conflict source and resolution mechanisms, its present state were identified.

2.1. Theoretical Framework

2.1.1. Definition and Concept of Conflict

Different scholars view conflict differently based on their organizational theory. These are the Classical View, Humanistic View, and Modern View. The classical organizational theories implicitly assumed that conflict was harmful and has a damaging effect on efficiency and therefore, should be avoided (Rahim, 1992). They assumed that conflict is bad, negative and seen synonymously with violence, destruction and irrationality. The proponents of this school of thought argued that since organizational structures, hierarchy and channels of command are prescribed, workers do not have “room” to engage in conflict. However, Mary Parker Follet was an exception in this regard. In her behavioral orientation to management, she noted the value of constructive conflict in an organization. She stated, “We become spiritually more and more developed as our conflict rise to higher levels” (Rahim, 1992). This means, we will be very strong if there is conflict.

Conflict is a dynamic process in which structure, attitudes and behaviors are constantly changing and influencing one another. Conflicts emerge under a great array of different circumstances. Violent conflict and non-violent conflict are results of interaction between these three elements. The development of certain attitudes can be combined with or lead to hostile behavior (violent attacks, threats, economic coercion, discrimination). In addition certain structures might be in place or created that promotes conflict. As the conflict develops (conflict formation) it may widen, draw in other parties, deepen, and spread, generating secondary conflicts within the main parties or among outsiders who get sucked in. This often considerably complicates the task of addressing the original, core conflict. Eventually however, resolving the conflict must involve a set of dynamic, interdependent changes that involve de-escalation of conflict behavior, a change in attitudes, and transforming the relationships or clashing interests that are at the core of the conflict structures. In this respect, it often undergoes change. The change in structure, attitude and behavior will inevitably trigger the conflict cycle (Galtung 1969, cited in Ramsbotham eds. 2005).

Therefore conflict is viewed from different angles. Thus, there is divergence among scholars to frame a single definition of conflict. Hence, “conflict is a fluid infinitely elastic concept which can easily be twisted in to different shapes” (Ademola, 2006:36). As a result the nature of conflict may be hidden inwardly as hatred or be manifested overtly, verbally or in physical violence. It may also appear at an emotional stage, reach its climax at violent stage and might disappear and reappear (Galtung, 2004). It is to this effect that conflict results in process of constantly changing. Such changes constitute conflict when the goals of the parties in the interaction remain incompatible. Therefore, conflict is not a static phenomenon rather it is a constantly changing phenomenon.

Conflict by far is different from dispute in many ways. One way is the distinction made by John Burton (1990). He distinguishes conflict and dispute based on two elements. These are time and issues in contention. Accordingly, dispute is a short-term disagreement between groups and is negotiable. Nevertheless, conflict is long term, deep-rooted disputation and not easily negotiable. Ross (2007) supports this view saying conflicts are long term ones, in contrast disputes suddenly occurs and quickly disappears. Ross (2007) also shows a clear distinction between dispute and conflict. He strengthens his contention in the way that these terms are quite different based on the range in terms of intensity, use of violence, the degree to which they have escalated and resources they mobilize.

Handling and resolving conflicts that arise in the workplace is one of the biggest challenges managers and employees face. Typically there are two responses to conflict: run away (avoidance) or 'battle it out'. In either case, we often feel uncomfortable or dissatisfied with the results because no resolution has been achieved. By learning to constructively resolve conflict, we can turn a potentially destructive situation into an opportunity for creativity and enhanced performance (Human Resource at University of Oklahoma, 2011)

It is all about conflict, a normal and natural part of our workplace and personal lives. Conflict can be helpful in making necessary changes within the home or work environment. However, unresolved conflict can result in feelings of dissatisfaction, unhappiness, hopelessness, depression, and other emotions. It can result in behaviors such as physical or emotional withdrawal, resignation from jobs, dissolution of personal relations, aggression, and even violence.

Communication is both the cause of and the remedy for conflict. Understanding how to effectively communicate and how to satisfactorily resolve disputes can lead to a happier, more productive life. Communication and conflict resolution skills must be learned. Most often, poor communication and conflict resolution styles must be corrected and replaced with approaches that are more conducive to creating peace in the workplace and at home.

The workplace setting is fertile breeding ground for conflicts because of the dynamics and interdependency of the employee-to-employee, customer-to-employee, and employee-to-outside vendor relationships. Recognizing and addressing the factors that give rise to the potential for conflict can have a positive impact on workplace and the productivity in the workplace.

The ability to manage conflicting goals and methods within a limited resource environment is critical. Unresolved or unmanaged conflict can quickly escalate and halt an organization's progress as people spend time worrying more about conflict than organizational goals.

Many managers employ the ostrich technique in dealing with conflict. They bury their heads in the sand and try to ignore it. However, this does nothing to improve the situation. When conflict is driven underground, it only grows and will stay underground until it is so intense that an explosion may be the next step.

The expenditure of valuable resources to address and resolve conflict, and to improve communication in the workplace, may seem to be a luxury. It is not. It is, however, an effective measure to preserve the most important resources in the workplace happy and productive employees. An investment in educating employees in effective communication and conflict resolution skills is a gift that keeps on giving positive impact (Mary Rau-Foster, 2000).

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).

The studies of Elton Mayo, who led the human relations movement, emphasized on the minimization or elimination of conflict. To Mayo, conflict was a result of maladjustment of a few men on the labor side and considered conflict as an evil, a symptom of lack of social skills, cooperation, and so on (Rahim, 1992). Generally, except Follet, the classical schools of thoughts ideally view conflict as undesirable and harmful to the organization.

2.1.2. Features/Nature of Conflict

Conflict is a natural and necessary part of our lives. Whether at home with our families, at work with colleagues or in negotiations between governments, conflict pervades our relationships. The paradox of conflict is that it is both the force that can tear relationships apart and the force that binds them together. This dual nature of conflict makes it an important concept to study and understand. Conflict is an inevitable and necessary feature of domestic and international relations. The challenge facing organization is not the elimination of conflict, but rather, how to effectively address conflict when it arises.

Conflict can be managed negatively through avoidance at one extreme and the use or threat of force at the other. Alternatively, conflict can be managed positively through negotiation, joint problem-solving and consensus-building. These options help build and sustain constructive bilateral and multi-lateral relations.

2.1.2.1. Nature

Conflict could be either substantive or emotional in nature. Substantive conflict involves fundamental differences over goals and how they are accomplished. Disagreement over resource allocation, policies and procedures, task assignments, rewards and the like are substantive in nature. Emotional conflict, on the other hand, arises from feelings of resentment, fear, anger, anxiety about one's own position and the like, as may be experienced in superior-subordinate relationships, interpersonal interactions with co-workers, groups, other departments (Sekaran, 2004).

2.1.2.2. Features of Conflict

- Conflict occurs when two or more parties pursue mutually exclusive goals, values or events. It is based on the assumption that there are two or more parties whose interests or goals appear to be incompatible.
- Conflict arises out of two perceptions.
- Conflict refers to deliberate behavior.
- Conflict can exist either at the latent or overt level, but generally speaking, conflict is a term that is limited to overt.

- Conflict is different from competition. In conflict one side sees an opportunity to interfere with the other's opportunity to acquire or to perform activities. In competition both side try to win, but neither side actively interferes with the other (Sudan, 2003)

2.1.3. Types of Conflicts

There are three types of conflict in the level intra organization-task, process and relationship. Task conflict relates to the content and goal of the work. According to Graves, task conflict arises among members of team and affects the goals and tasks they are striving to achieve. It can be based on differences in vision, intention or qualities expectation. It is essential to focus and channel any task conflict so that these differences become collaborative and lead to improvements in the way and go about accomplishing current and future task. Converting conflict to friendly competition might be one way or taking the best from both sides (Robbins, 2009).

Then there is process conflict, which is related to how the work gets done. This form of conflict centers around, the process, procedures, steps or methods used to reach goal. One person might like to plan many steps ahead while others might like to dive in headfirst. These differences in approaches or processes can lead to communication breakdowns and ultimately conflict. But task, process conflict can be useful if managed correctly. Healthy differences in approaches to process will often lead to improved way of doing job.

Relationship conflicts focus on interpersonal relationship. They are directly between people and may be over roles style, resources or even personalities. This conflict can penetrate and damage all aspect of an organization. Relationship conflict can quickly demand all the attention and energy.

That is, studies demonstrate the relationship conflicts are almost always dysfunctional. Why? It appears that the friction and interpersonal hostilities inherent relationship conflicts increase personality clashes and decrease mutual understanding, thereby hindering the completion of organizational tasks. On the other hand, low level of process conflict and low to moderate level of task conflict is functional (Robbins, 2009).

Organizational conflicts can be interpersonal, intergroup or intra-organizational in nature. So in other ways, Intra-organizational conflict encompasses vertical horizontal, line-staff, and role conflict.

I. Vertical conflict refers to that which occurs between individuals at different hierarchical levels-conflict between the superior and subordinate being an example. Such conflicts could occur because of perceived transgression of psychological contract, inadequate or ineffective communication, selective perceptions, misperceptions, incongruence in goals, values, cognition, affect, behavior, or a variety of other reasons (Sekarak, 2004).

Vertical conflict can be explained by thinking about your supervisor always telling you what to do and trying to micromanage instead of letting you do your job. The conflict exists between the worker and the superior.

II. Horizontal conflict refers to tensions between employees or groups at the same hierarchical level. It occurs because of interdependence among the parties concerned in the work situation and/or the common pooled resources shared. Incompatibility of goal and time orientations often results in horizontal conflicts. Take for example, the case of the oft cited production department keen on minimizing costs and marketing department intent on increasing customized products. Here is the goal of one is efficiency, and the other, customer satisfaction. In such cases where there is an incompatibility in the goal of two or more units, conflicts are bound to arise. Differences in time orientation are also instrumental in interdepartmental conflicts. For example, the operations of the sales department personnel have a shorter time frame since sales are made by them on the spot. If they expect the research and development department, operating on much longer time frame, to come up with instant solutions, there will be a clash.

In sum, horizontal conflict increases as: functional interdependence increase among individuals or groups (i.e., one has to depend on the other for the completion of its tasks); More units than one depend on common resources that are shared, and low buffers or inventories maintained for the resources shared (Sekaran,2004)

Horizontal conflict occurs between employees within the same unit. The difference between vertical and horizontal is the level from which the conflict is coming from. Horizontal is one unit to another unit-both units being on the same level. Conflict can exist for many reasons, including ideas or decisions that are made that the whole unit or units also on the same level do not agree with.

III. Line-Staff conflict refers to that which arises between members who assist or act in an advisory capacity (staff) and those who have direct responsibility for products, processes, and services of the organization (line). Authority and control issues cause tensions between the two groups. Staff and line managers usually have different goals and personality predispositions and come from different backgrounds and orientations. Staff managers have specialized skills and expertise acquired through training and education and possess greater technical knowledge, which is likely to help the line managers who are the money makers for the organization. Staff employee's serves as advisors to the line people to streamline and help cut costs. Line managers may, however, consider the staff people to be a nuisance, coming in the way of their performance by always telling them how to do their job and thrusting their ideas and methods on them. It is not uncommon for line people to resent the fact that they are being "advised". Staff personnel often get frustrated that their ideas are not considered, and thereby chances to benefit are compromised (Sekaran, 2004).

IV. Role conflict arises because different people in the organization are expected to perform different tasks and pressures build up when the expectations of the members clash in several ways.

This could be because of:

- *Intersender role conflict*_ different role sender (bosses) expects the individual to perform different tasks and their expectations and messages conflict with one another.
- *Interroleconflict role*- requirements associated with membership in one group conflict with those arising from membership in another group.
- *Intrasender role conflict*- the same boss expects different incompatible behaviors from one person.

- *Person role conflict*-the role requirements of an individual conflict with the persons' moral and ethical values. It is most likely to be experienced by an individual when asked by the boss to engage in unethical acts like bribing a government official to get the job done for the department (Sekaran, 2004).

2.1.4. Evolution of Conflict Management

Since humans have always waged conflicts, humans have also always engaged in various ways to end them. Often, one side coercively imposes its will upon the other side, sometimes violently, and thus terminates a conflict. Within every society, however, many other ways of settling fights have long been practiced, including various forms of mediation or adjudication. Even between opposing societies, negotiations have been used throughout history to reach agreements regarding issues of contention between them.

Contemporary CR differs in several ways from many traditional conflict resolution methods. The differences include the CR emphasis upon conflict processes that generate solutions yielding some mutual gains for the opposing sides. In addition, the contemporary CR approach builds on academic research and theorizing, as well as traditional and innovative practices. It tends to stress relying minimally, if at all, on violence in waging and settling conflicts. Finally, it tends to emphasize the role of external intermediaries in the ending of conflicts. The breadth and diversity of the contemporary CR field is a consequence of the long history of the field and of the many sources of its present-day character. Its contemporary manifestation initially focused on stopping violence but it has broadened greatly to incorporate building the conditions for peace, including post-violence reconciliation, enhancing justice, establishing conflict management systems, and many other issues. Certainly, calls and actions for alternatives to war and other violent conflict have a long history; major exemplary documents, starting from classical Grecian times, are available in Chatfield and Ilukhina(1994).

2.1.5. Principles of Conflict Management

According to Walters (2000), conflict management is the integral process in creating programs that can disseminate ideas and skills for averting, overseeing and resolving conflicts. Conflict management is a process that uses a strategy or series of strategies to support individuals or groups in learning about conflict situations so that transformative action can take place (Tschannen, 2001).

Conflict management often consists of different types of prevention or resolution strategies. Subsequently, conflict resolution can be viewed as procedures operating within the conflict management model (Henning, 2003). These days, numerous studies have investigated the process of conflict management used by organizations (Rahim, 2001).

Effective performance of the conflict management process such as negotiation, mediation, or consensus decision-making requires an understanding of the following four essential principles (Fisher et al, 1991; Boulle et al, 1998). These include:

1. Separate People from the Problem

Every problem involves both substantive and relationship issues. By separating these issues, individuals come to see themselves as working side by side, attacking the problem, not each other. Astonishingly, Fisher et al (1991) explained this concept as:

2. Focus on Interests, not on Positions

Understanding between positions and interests is decisive to problem solving. Interests, not positions, define the problem. Positions are something that individuals decide what they want whereas interests are the underlying motivations behind the positions they take. Again, these authorities expressed this idea as “compromising between positions is not likely to produce an agreement which will effectively take care of the human needs that led individuals to adopt those position”. Where such interests are not identified, temporary agreements may be reached, but typically they are not long lasting because the real interests have not been addressed.

3. Invent Options for Mutual Gain

Disputants focus on identifying options for resolving the conflict without pressure to reach a decision. A brainstorming process is used to create a wide range of options that move forward mutual interests and creatively reconcile differing interests. The key ground rule to brainstorming is to postpone criticism and evaluation of the ideas being generated. To widen their options, those in a dispute think about the problem in different ways; and build upon the ideas presented.

4. Use Objective Criteria

It ensures that the agreement reflects some fair standard instead of the arbitrary will of either side. Using objective criteria mean that neither party needs to give into the other; rather they can differ to a fair solution. Disputants based on fair standards and procedures determine objective criteria.

2.1.6. Outcomes of Conflict Management

According to Rahim (1986) and Ayalew (2000), there are three basic outcomes of conflicts. These are win-lose, lose-lose and win-win outcomes.

WIN-LOSE OUTCOME is an outcome with which a conflict is concluded with one party being a winner and the other party a loser. In most cases, this creates a “we versus them” perception on the parties’ side because each side sees the issue of conflict from his/her own point of view i.e. “I want to win, but I want you to lose”.

LOSE-LOSE OUTCOME: occurs when both parties lose. This outcome results from the fact that there is little time to find a solution through discussion and mutual problem solving or when neither side can come into agreement. Because the involved parties focus on whose idea is superior rather working to find solution to the problem i.e. “I want to lose, and I want you also to lose”.

WIN-WIN OUTCOME: is a result coming from ending conflict by accepting a mutually satisfying solution reached through a step-by-step problem solving. This is the end result to listen all sides, defining basic issues and creating trustful atmosphere between parties involved. Finally, a solution is given to the problem that caused the conflict which in turn all parties can accept it i.e. "I want to win, and I want you also to win".

To summarize, different scholars and authorities discussed about views, dynamic nature, stages, sources, types, consequences and management strategies of conflict in different way. "Conflict is an everyday reality that all managers face" (Ayalew, 2000: 71), "conflict is an inevitable aspect of human interaction and unavoidable concomitant of choices and decisions" (Miller, 2004: 8). According to Walters (2000), conflict management is the integral process in creating programs that can disseminate ideas and skills for averting, overseeing and resolving conflicts. On top of this, according to Habtamu (1998) and Dejene and Yigremew (2009), contextual and/or indigenous methods of conflict resolution such as 'sheemagilies' or negotiators are so important for binding disputants. In other words, only following rules and regulations as a strategy of handling conflicts will destroy trust, love, respect and increases suspicion between parties. Hence, the researcher focused on conflict management strategies in general and contextual and/or indigenous conflict management strategies in particular to sustain school benefits for the society.

2.1.7. Conflict Resolution

Conflict seems to be present in all human relations and in all societies. From the beginning of recorded history, we have evidence of disputes between different groups. Because of the pervasive presence of conflict and because of the physical, emotional, and resource costs that often result from disputes, people have always sought ways of resolving their differences. In seeking to resolve differences, they have tried to develop procedures that are efficient, that allow them to satisfy their interests that minimize suffering, and that control unnecessary expenditures of resources (Moore, 1996).

Conflict resolution, according to Jeong (2000) is defined as a long term settlement of an underlying long-running conflict. It needs the long term commitment of the actors to solve their differences since the deep rooted conflicts arose over non-negotiable issues. The main target of this mechanism is to resolve the main causes of conflict. Conflict resolution requires a more analytical and problem solving approach and needs to pass through complex processes. Hence, it would enable the contestants to understand their differences exhaustively if they are interested to recognize the underlying causes of conflict.

Conflict resolution is all about addressing the sources of conflict and the restoration of former relationships between the disputants. During the conflict resolution, Ramsbotham (2005) underlines that, behaviors should not be violent, attitudes should not be hostile, and the structure of the conflicts should have been changed.

The process of conflict resolution has to do with how indigenous structures and systems ensure action in bringing peace at the individual and community level relationships. In this respect, resolution procedures are generated from general cultural life and daily experiences of living. In this context, the term 'indigenous' refers to "the structures and units of organization in a community and encompasses also the norms, values, beliefs and worldview that guide social interaction." (Kendie and Guri, 2006:333).

Generally, conflict resolution is the process whereby the disputants attempt to resolve their conflicts. It involves the end of violence, attitudinal changes to one another and addressing the sources of conflicts.

„Dispute settlement“, on the other hand, according to Jeong (2000:35-36), contributes to the stability of society with the confirmation of legitimate roles of accepted norms, values, and institution in everyday life. For him, dispute settlement is used to solve interest based disputes out of court or before a court settlement whereas conflict resolution goes through a far more complex process.

„Conflict management “is largely seen in terms of social control designed to minimize the challenges to the core values of the system Jeong (2000: 34). Thus, conflict management, according to Jeong, helps to reinforce coercive policy by conforming to dominant social norms. Conflict management is also the process of reducing the negative and destructive capacity of conflict through a number of measures and by working with and through the parties involved in that conflict (Best, 2006:95). Conflict management basically refers to the process of containing the conflict to avoid aggravation. Some analysis, actually include prevention as a component of conflict management. In general however, conflict management is perhaps an admission of the reality that conflict is inevitable, but that not all conflict can always be resolved; therefore what practitioners can do is to manage and regulate them.

According to Lederach (1994) as referred in Jeong (2000:37) conflict transformation can be regarded as „the movement from latent conflict to confrontation to negotiation“ in achieving the peaceful relationship of a secure community. Ryan (2000) also states that conflict transformation should address issues such as long-term security, economic justice and the culture of violence. Conflict transformation entails going beyond resolving conflicts and engaging with the conflict situation continuously to bring new relations, perceptions relation and communication patterns between the parties if necessary by changing the very constitution of the society that support the continuation of conflict (Hugh, 2003:05).

According to researchers, the overall field of conflict management is fraught with conceptual and definitional vagueness. The terms of conflict resolution, conflict management, dispute settlement and conflict transformation are often used loosely and interchangeably (Reimann, 2006:102). However, for the purpose of this study, the concept of conflict resolution is used as a mechanism of conflict management approach in the study area.

On the other hand, Indigenous mechanisms of conflict resolution (ICRM), according to Abera (2003) as referred to Pankhurst and Getachew (2008), are made by the people and derive their legitimacy from participation and consensus of the community and these mechanisms are long- persistent social practices, rooted in local cultural setting, aiming at resolving conflicts, reducing tension, and rebuilding social relationships. Besides, Pankhurst and Getachew (2008), defined it as “localized institutions and its legitimacy is limited to particular ethnic group”. Therefore, this definition entails that indigenous mechanism of conflict resolution are practices that are derived from the tradition, custom and worldview of the society. In this study, an indigenous mechanism of conflict resolution refers to the conflict resolving institutions that are practiced outside the formal court system.

2.1.8. Conflict Resolution Styles/Modes

Conflict is defined in Webster’s dictionary as "a disagreement or clash between ideas, principles, or people." Managing and resolving workplace conflict is one of the major challenges facing businesses and organizations. Because of our hardwired "fight or flight" response, we often respond to conflict either with avoidance or hard line wins at any cost, tactics. The problem is neither achieves a workable resolution. The good news is that better alternatives exist.

After all, conflict is a normal part of life. Our ability to resolve problems effectively and manage change dramatically impacts our success and work satisfaction. As a result a company or organization's ability to resolve conflict impacts productivity, competitiveness, and its bottom line.

The various measures undoubtedly help in reducing the occurrence of conflict in the organization but they cannot guarantee the complete absence of conflicts. As such, whenever conflicts arise, these have to be resolved by some specific actions, known as conflict resolution actions (Sudan, 2003:318).

Nelson & Quick (2002) and Sekaran (2004) suggested that the modes of conflict resolution or sometimes called approaches to conflict management are competing, collaborating, compromising, avoiding and accommodating.

While all of us are capable of using all five conflict handling modes, we might, by temperament or habit, be predisposed to use one or two of these more readily or oftener than the others (Sekaran, 2004).

Is there “one best” way to resolve conflict? All five modes come in handy in different situations, each with its own advantages and disadvantages. As long as we understand which mode works best in any particular situation, and recognize the strengths and drawbacks of each mode, we can learn more flexible in handling conflicts (Sekaran, 2004)

2.1.8.1. Competing

In the ways of addressing conflict were identified by Thomas and Kilman (1976) competing is assertive and uncooperative, a power-oriented mode. When competing, an individual pursues his or her own concerns at the other person’s expense, using whatever power seems appropriate to win his or her position. Competing might mean standing up for your rights, defending a position you believe is correct, or simply trying to win. Competitions assert one’s viewpoint at the potential expense of another. It can be useful when achieving one’s objectives outweighs one’s concern for the relationship. Competing is useful; when quick, decisive action is vital—for example, in an emergency, on important issues when unpopular courses of action need implementing—for example, cost cutting, enforcing unpopular rules, discipline and on issues vital to company welfare when you know you’re right, when you need to protect yourself from people who take advantage of noncompetitive behavior.

2.1.8.2. Collaborating

Collaborating is both assertive and cooperative. When collaborating, an individual attempts to work with the other person to find a solution that fully satisfies the concerns of both. It involves digging into an issue to identify the underlying concerns of the two individuals and to find an alternative that meets both sets of concerns. Collaborating between two persons might take the form of exploring a disagreement to learn from each other’s insights, resolving some condition that would otherwise have them competing for resources, or confronting and trying to find a creative solution to an interpersonal problem.

Collaboration is the work together to find a mutually beneficial solution. While the Thomas Kilmann (2008) grid views collaboration as the only win-win solution to conflict, collaboration can also be time-intensive and inappropriate when there is not enough trust, respect or communication among participants for collaboration to occur.

You may be using Collaborating mode most frequently because of the circumstances you face. When you need to find an integrative solution and the concerns of both parties are too important to be compromised, When your objective is to learn and you wish to test your assumptions and understand others' views, When you want to merge insights from people with different perspectives on a problem, When you want to gain commitment by incorporating others' concerns into a consensual decision, When you need to work through hard feelings that have been interfering with a relationship.

Your frequent use of collaborating may also be part of a collaborating style you have developed to deal with conflict. Styles are rooted in personal beliefs, values, and motives that "push" one's conflict behavior in a consistent direction. Collaborators tend to see conflicts as problems to be solved, wanting quality decisions that truly resolve the issues. They believe in the power of consensus and in sharing information and understandings. They regard teammates as allies and tend to see people outside the team as potential allies. They build on others' ideas and listen well. Collaborators value innovation, open-mindedness, learning, and consensus and they look for the value in what others say and combine that with their own insights to find win-win solutions.

2.1.8.3. Compromising

Compromising is intermediate in both assertiveness and cooperativeness. When compromising, the objective is to find an expedient, mutually acceptable solution that partially satisfies both parties. Compromising falls on a middle ground between competing and accommodating, giving up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding but doesn't explore it in as much depth as collaborating. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position.

Compromising (Loss-Loss) brings the problem into the open and has the third person present. The aim of conflict resolution is to reach agreement and most often this will mean compromise.

Compromising Uses;

When goals are moderately important but not worth the effort or the potential disruption involved in using more assertive modes, When two opponents with equal power are strongly committed to mutually exclusive goals as in labor management bargaining, When you want to achieve a temporary settlement of a complex issue, When you need to arrive at an expedient solution under time pressure, As a backup mode when collaboration or competition fails.

2.1.8.4. Avoiding

Avoiding is unassertive and uncooperative. When avoiding, an individual does not immediately pursue his or her own concerns or those of the other person. He or she does not address the conflict. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time or simply withdrawing from a threatening situation.

Avoiding or postpone conflict by ignoring it, changing the subject, etc. Avoidance can be useful as a temporary measure to buy time or as an expedient means of dealing with very minor, non-recurring conflicts. In more severe cases, conflict avoidance can involve severing a relationship or leaving a group.

Avoiding uses: When an issue is unimportant or when other, more important issues are pressing, When you perceive no chance of satisfying your concerns-for example, when you have low power, or you are frustrated by something that would be very difficult to change, When the potential costs of confronting a conflict outweigh the benefits of its resolution, When you need to let people cool down-to reduce tensions to a productive level and to regain perspective and composure, When gathering more information outweighs the advantages of an immediate decision, When others can resolve the issue more effectively, When the issue seems tangential or symptomatic of another, more basic issue

2.1.8.5. Accommodating

Accommodating is unassertive and cooperative—the opposite of competing. When accommodating, an individual neglects his or her own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another's point of view.

Accommodating surrender one's own needs and wishes to accommodate the other party.

Accommodating uses: When you realize that you are wrong-to allow a better solution to be considered, to learn from others, and to show that you are reasonable, When the issue is much more important to the other person than it is to you-to satisfy the needs of others and as a goodwill gesture to help maintain a cooperative relationship, When you want to build up social credits for later issues that are important to you, When you are outmatched and losing and more competition would only damage your cause, When preserving harmony and avoiding disruption are especially important and When you want to help your employees develop by allowing them to learn from their mistakes.

2.1.9. Types of Conflict Resolution Mechanism

As part of social life, conflict has to be resolved. Various methods have been used to solve the existing conflicts. All social activities have terminating points within it. But in conflict situation, unless the conflicting parties find mutual solution conflict cannot get its end (Coser, 1956). On the other hand, scholars agree that in every society, there are different mechanisms of conflict resolution. Gulliver (1979:1) categorizes the mechanisms of conflict resolution in to two: the violent and the peaceful. The violent mechanism includes war, self-help and duel, whereas the peaceful mechanism includes avoidance, burying the dispute in the symbolic process, negotiation, mediation, arbitration and adjudication.

Of the above two mechanisms peace researchers have suggested and favored the peaceful conflict resolution mechanism. For instance, avoidance is one way of handling conflict peacefully. To Gulliver (1979), this type of mechanism can be successful if there is a possibility for either contestant to leave their rivals behind and move to another place. The pastoralists and hunter-gatherers usually employ this type of mechanism because they have vacant places to wander here and there and subsequently to avoid conflicts.

The other peaceful mechanism of conflict resolution is negotiations. Negotiations are a mechanism through which discussion conducted between two or more contestants in order to reach on agreements. In this case no third party is allowed to propose and give decisions. Rather the decisions are given by the disputants themselves (Gulliver, 1979). In line with this, Singer (1990) divides negotiations in to two forms: competitive and Collaborative negotiations. In the case of competitive negotiation, either of the contestants in conflict is benefited at the expense of the other. This occurs where there are no valuable relations among the disputants to preserve Gulliver (1979) in this case states that during negotiation it is the potential of the disputants to gather support from the society, which determines the fate of either of one party to be beneficiary or not but not the legal norms or rules. In the case of collaborative negotiation, one groups gain is not balanced by the loss of the other group or vice versa. Besides, collaborative, often called “problem solving” or win-win negotiation, aims at joint gain of the parties through fair distribution of the pain of losing, an act that favors good future relationship of the parties. According to Barash et.al (2002), sometimes collaborative negotiation is disadvantageous when both disputants failed to be satisfied or when they lost something and spited the pain among themselves.

Mediation on the other hand is the other types of conflict resolution mechanism. Mediation, defined by Jeong (2010:45) as a process whereby a neutral third party, acceptable to all disputants, facilitates communication that enables parties to reach a negotiated settlement. Moore (2003) in his part defines mediation as the intervention in a conflict of an acceptable third party who has limited or no authoritative decision making power but whose role is to assist the involved parties to voluntarily reach a mutually acceptable settlement of the issues in dispute. As mentioned the mediator doesn't have decision making authority as a result this fact makes mediation attractive to many parties in dispute as they retain the ultimate control of the outcome. However, according to Moore mediators are not without influence. Mediation may also establish or strengthen relationships of trust and respect between the parties.

The above mentioned definition outlines that mediation is the process of conflict resolution whereby the neutral third party intervenes to resolve conflicts. While mediating, the role of mediators is facilitating conditions for disputants to negotiate and assist the resolution process. The resolution is held without any use of force and the conflicting parties also not obliged to accept the decisions provided by the mediators.

Arbitration, on the other hand involves a third party who makes a binding decision based on legal norms, principles and facts. Accordingly, arbitrators have to be impartial, have good conscience and respect the objectivity of the process (Jeong, 2000). Gulliver (1979) also argues that arbitration involves a third party helping people by deciding for them. Therefore, the final decision lies with the arbitrator (Nieuwmeijer, 1998).

Adjudication, according to Schellenberg (1996), refers to the resolution of conflict by a court. In other words, it is the use of courts to decide conflicts. Adjudication comes in to play when one party goes to a court to demand something from another. In short, adjudication is the conflict resolution mechanism process using courts based on established laws, procedures and structures. In addition, use of adjudication process requires familiarity or knowledge of the established procedures, formality and rules of the system.

The other peaceful way of resolving conflict is burying the dispute in the symbolic process. Gulliver (1979: 2) states that when effective, practical means are unavailable, where their use might bring about intolerance complications or threaten social relations, a dispute may be transformed and redefined in symbolic and supernatural terms-witchcraft accusations, performance in the ancestral cult or some other religious systems.

Generally, the promotion of harmonious relationship in the wider social environment is often viewed as the goal of conflict resolution (Jeong, 2008). According to Mack and Snyder (1957) societies can differ greatly in their levels of conflict behavior, the way in which conflicts are played out, and the mechanisms for dispute settlement which are utilized to control and direct conflicts when they occur.

2.2. Empirical Studies

In the present corporate environment conflict has become very common phenomenon (Kondalkar, 2007: 160). Understanding conflict enables organizations and employees to better perform their tasks and increase group understanding and harmony. It helps to improve quality of decision, stimulate creativity, better solution to problems, high team performance, increase motivation, improve communication, improve work relationship, and increase movement towards goal. On the 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, Hitt, Miller and Colella, (in Elmagri and Eaton, 2001).

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

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

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

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.

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

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.

A research conducted by Obasan (2011), which studies the impact of conflict management on corporate productivity of First Bank of Nigeria Plc.,(Lagos Branch). By using a student’s distribution to test the significance of response and purposive sampling technique to administer a self-design questionnaires to 50 respondents cutting across all cadres of staff of First Bank of Nigeria Plc.,(Lagos Branch), revealed that the main sources of conflict in the organization relate to perception and value problems. The specific issues bother on employee compensation and welfare while managers prefer the compromise, problem solving and dominating strategies to minimizing the incidence of organizational conflicts.

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

He also finds out that the ideal level of conflict resolution required to attain optimum performance for every organization is unique and situational hence managers are duty bound to establish the best maintainable by the organization. Finally, the researcher recommended that conflict situations should be promptly confronted and addressed whenever they occur rather than being avoided.

To sum up, the overall reviewed literature presented in this chapter is relevant and closely related to the problem to be studied. The researcher believes that it provides a great deal of useful knowledge and basic concepts about conflict and the types of conflict arisen in the authority, the causes of these conflicts, as well as strategies of conflict resolution mechanisms and the procedure involved in dealing with conflict resolution. It also provides readers in general and professionals in particular with clear picture of the practices and challenges of conflict management, as well as what effective conflict management practices are and their significance to successful for achieving set objectives in the sector.

2.3. Summary of Related Literatures

Effective management of conflict can lead to outcomes that are productive and enhance the health of the organization. Ineffective management of conflict on the other hand can and frequently does create a climate that makes worse the situation and is likely to develop a downward spiral of mounting frustration, deteriorating organizational climate, and increasing destructiveness. Participative leadership helps people in an organization have good ideas and quality information for making better decisions. The confrontation of divergent views often produces ideas of superior quality. Thus, conflict causes people to seek effective ways of dealing with it, resulting in improved organizational functioning.

Leadership is the heart and soul of conflict management. Because leading involves influencing others (such as conflicting parties) in order to accomplish conflict resolution. To be effective leaders, educational managers need to understand individual and group behavior, causes of conflicts, styles of handling conflicts and leadership styles.

Managers must develop relationships that ensure adequate communication with their subordinates. The managerial skill of a leader depends on his/ her capacity to read the requirements of the situation, especially the requirements of the task and his/her subordinates, and his/her flexibility in react that situation. Managers are relatively consistent in the way that they try to influence other's behavior. A manager who dominates his/her subordinates in one situation is not likely to use a high degree of consideration and participation in another.

Finally, it is hoped that most of the research reviewed in this study provide a theoretical framework for identifying the nature of conflict (views), the types of conflicts, the sources of conflicts, techniques of resolving conflicts and the leadership roles of managers to manage conflicts in organizations. Thus, on the basis of these theoretical considerations, a further investigation is carried out to answer the basic questions of the study.

2.4. Research Gaps

The literature on conflict source and resolution mechanisms is scattered across countries and across business sectors. Effective management of conflict can lead to outcomes that are productive and enhance the health of the organization. Ineffective management of conflict on the other hand can and frequently does create a climate that makes worse the situation and is likely to develop a downward spiral of mounting frustration, deteriorating organizational climate, and increasing destructiveness. Participative leadership helps people in an organization have good ideas and quality information for making better decisions. The confrontation of divergent views often produces ideas of superior quality. Conflict causes people to seek effective ways of dealing with it, resulting in improved organizational functioning. On the ground of the above discussion, one can realize that the presence of effective conflict management practice in an organization would have a paramount importance. To this effect, by taking the importance of having good practice on this area, as well as the fact that there is no organization without conflict situation, it is found to be very crucial to study conflict source and resolution mechanisms in organization so as to suggest possible remedial for the problems to be identified. To this end, this study was initiated with the view of investigating the practice and challenges of conflict management in selected sector in order to fill the research gaps on the area.

2.5. Conceptual framework of the study

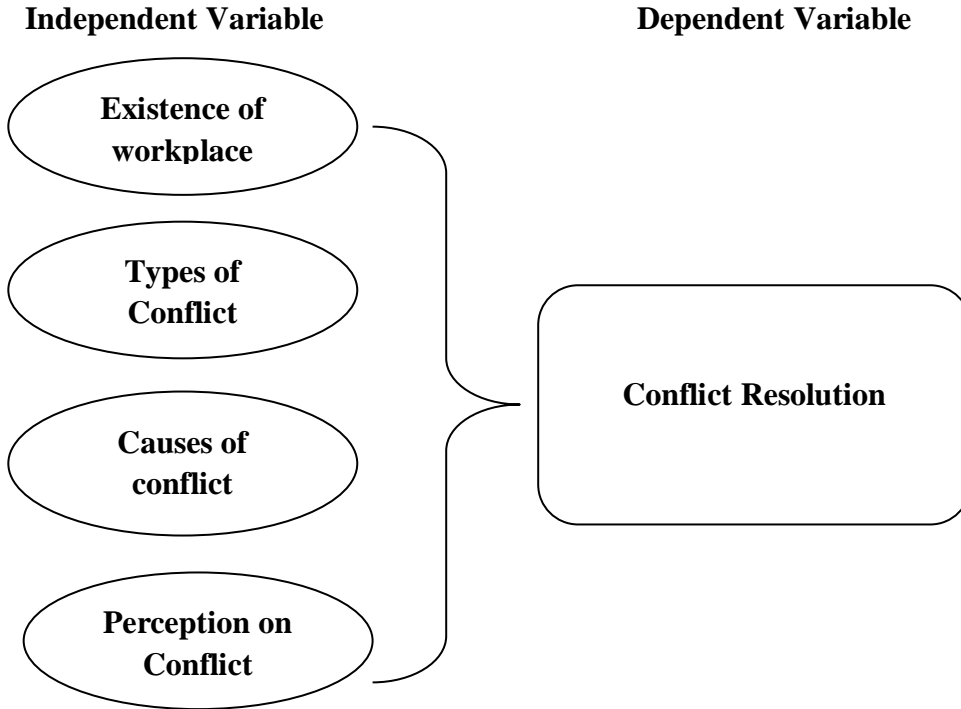


Figure 1; Conceptual Framework

Chapter Three

3. Research Methodology

Research methodology is the theoretical framework that helps us to produce valid knowledge about the particular study that the researcher already proposed to engage, and clearly presented the appropriate information on the basis of understanding the existing reality of conflict source and resolution mechanisms of Ethiopian Road Authority (ERA), Jimma District. Besides, this section shows us the ways or procedures that how data was collected and the analytical tools to interpret and analyze data.

Therefore, since the study being requires careful selection of methodologies to produce reliable information, the entire thesis process is guided by the following methodological components like, it presents the research design, the study population, the sample size and sample procedure, sources of data, data collection techniques, data analysis, validity and reliability of data and ethical principles considered by the study.

3.1. Research Design

Research design is the set of methods and procedures used in collecting and analyzing measures of the variables specified in the research problem part of the research. The researcher was selected the research design based on purpose for the study; because it is very comprehensive and that helps to explain the research plan more clearly. It is also free from the bias of the interviewer; answers are in respondents' own words. Respondents have adequate time to give well answers for questionnaires. Further, respondents who are not easily approachable are reached conveniently. Finally, large samples can be made use of and thus the results can be made more dependable and reliable. However, it has also drawbacks: low rate of return of the duly filled in questionnaires; bias due to no-response is often indeterminate; it can be used only when respondents are educated and cooperating; the control over questionnaires.

3.2. Research Approach

This study utilizes a quantitative approach since the investigation process was done in a manner that concentrates on measurement of data. With regards to procedure, as true in most of research work and surveys, the usual approach happens to make generalizations about the parameters of population based on samples. Some part of the population on the basis of which judgments is made to be selected. Because the current study is required doing things in a way that concentrate on measurement of quantitative data, this approach allows sample statistics such as sample mean or standard deviation, unbiased estimates of population parameters, and probability based confidence estimates of various parameters, the researcher choose a probability Sampling technique.

3.3. Sample Population

A list containing all such sampling units is sampling frame. Thus, sampling frame consists of a list of items from which the sample is drawn. This is the accessible section of the target population. As information obtained from human resource management team reveals, there are 467 fixed term employees (male 359 and female 108) who are currently working at the Ethiopian Road Authority (ERA), Jimma District. This represents sample frame for this study. Currently, there is no contact employees recruited at the branch office.

3.4. Sample Size Determination

This current study targeted employees of Ethiopian Road Authority (ERA), Jimma District. In order to make the study more reliable, sufficient numbers of employees were selected. All fixed term employees of the authority are currently working in 4 different sample frames from which sample size was assigned.

The total sample size for this study were 216 ($n = 216$) employees. Random sampling selection method is used from each 4 sample frames (Jimma, Gore, Gambella and Mizan tepi district).

The Sample Size determination is based on the following formula (C.R. KOTHARI):

Where,

$N =$ population

α = alpha 5%: the level of sig. which can be obtained as $1-\beta$

n= Sample Size

$$n = N \div [1+N (\alpha)^2]$$

$$n = 467 \div [1+467(0.05)^2]$$

$$n = 216$$

3.5. Sampling Method

Since the population from which a sample is drawn does not constitute a homogeneous group (at least in terms of the type of job they are doing, the skills they apply, environmental conditions they are working within...), Random sampling technique was applied so as to obtain a representative sample. In this technique, the population is stratified into a number of non- overlapping sub-populations or strata and then sample items are selected from each stratum. This is viewed at the branch office shown as follows:

Table:3. 1. Random-Stratified Sampling (proportional allocation of n-216)

No	Work processes unit(Districts)	Sample Population	Proportion (%)	Sample size (n =216)
1	Jimma	332	71	153
2	Gorie	46	9.9	21
3	Gambella	53	11.4	25
4	Mizan tepi	36	7.7	17
Total		467	100	216

3.6. Procedure for Data Collection

Data collection process was carried out with the permission of the authority branch office manager and then workers to get responses. Questionnaires were accompanied by an introductory letter with information about the purpose of the study, and employees also informed about the confidentiality of information under way.

3.7. Types of Data and Collection Methods

3.7.1. Types of Data

For this study, the researcher used both primary and secondary data. Primary data was obtained through a questionnaire-based survey method that was largely pre-coded, [Colin F. 2007) and well structured, designed and previously pre-tested questionnaire; and observation during the survey. Further, secondary data was acquired by conducting extensive review of different literature (i.e. research journals, books, organizational climate publications, evaluation reports etc.).

3.7.2. Data Collection Methods

In order to find sufficient and relevant information, both primary and secondary sources of data were used. Primary data was collected through structured questionnaires focusing on questions referring to demography, organizational climate coping mechanisms for both employees and the authority. Data was also collected by observing workplace settings, working conditions, and patterns influenced by internal environmental factors. Secondary sources of data were collected from reports, books and internet.

3.8. Statistical Analysis and Tool

Once data is collected, it is necessary to employ statistical techniques to analyze the information, as this study is quantitative in nature. The researcher was collected quantitative data from 216 respondents. Then the data were coded and edited to have the required quality, accuracy, consistency and completeness. After that, the coded data was entered into statistical package for social science (SPSS) software. Later on, the required descriptive and inferential statistical analysis was made to enable the researcher to synthesize summaries and make inferences from the analysis of the quantitative data. The descriptive statistics describe the sample in terms of the responses to the questions using frequencies, means and standard deviations.

3.9. Research Validity and Reliability

The quality of research design determined by different dimensions these are validity and reliability to applied to establish the checked of balanced research so Validity has important factor to identify the relevant of validity. which means the results are true or correct and that can be represent by analysis approach to show the validity of research: (Arbnor and Bjerke (1997), Mitchell and Jolley (2001), Patton (2002) and Yin (2002).

There are many dimensions of measurements these are Construct validity: it is focused the establishment of correct measures for the concept of research, and for the purpose of the study accuracy, to be insure by the instrument measurements. This measurement instruments implement in an appropriate, standard based on the research: and the second is Internal validity: this methods use for explanatory or cause and effect study, that needs to become the reality and certain event or input variables for the sack of responsible and the final results: That shall be concerned with logical relationship between the study and the relevance theory in that area:(Arbnor and Bjerke (1997). The third is External validity: this validity helps to conclude and generalized the results that the actual area of study: the fourth is face validity: it is the level of acceptance in the results: and the final dimension is reliability test: it is very important to minimize the margin of errors and biases in the study. To show the processes of the study such as the data collection methods and analysis can be help identify the redundancy of findings and conclusions the relationship among theory, definitions, and reliability are not as strong as they are in the analytical case. Meanwhile common systems approach for guaranteeing that measurements are correct is to reflect the real system from many dimensions as much as possible. In general credibility, conformability and data dependability tests that will be used the quality of research design: (Arbnor and Bjerke (1997), Mitchell and Jolley (2001), Patton (2002) and Yin (2002).

Therefore this research tried to check both the internal and external validity of the instruments to enhance the possibility of generalizability of the results. By using intensive literature review and expert review as well as Face validity checked to ensure the degree of the acceptance of the results. The reliability test checked to minimize the errors and biases in this study.

A commonly accepted rule of thumb according to Saleh (2009) for describing internal consistency using Cronbach's alpha is as follows.

0.9 ≤ α ≤ 1.0 Excellent

0.8 ≤ α < 0.9 Good

0.7 ≤ α < 0.8 Acceptable

0.6 ≤ α < 0.7 Questionable

0.5 ≤ α < 0.6 Poor

0.0 ≤ α < 0.5 Unacceptable

All 66 items measured to test reliability showed that there was internal consistency reliability as indicated in Table 3.2 below. This suggested that the internal reliability in this study was acceptable and signified to be good.

Table3:2 Reliability Statistics of independent variable

Reliability Statistics

Cronbach's Alpha	N of Items
.854	35

Source; ssps output from own survey data

Table 3.3: Reliability Statistics of dependent variable

Original Dimensions	Cronbach's Alpha	No. of original items
Existence of workplace conflict	.708	5
Types of Conflict	.64	10
Causes of conflict	.714	17
Perception on Conflict assessment	.77	10

Source; SPSS output from own survey data

In order to be reliable, using SPSS result, the Cronbach's alpha should exceed the threshold of 0.7. This indicates that there was a high degree of internal consistency amongst the test items. So reliability of dependent variables result is 0.7. However this indicates that questionnaire is reliable.

3.10. Ethical Consideration

The researcher was collected the necessary data following the ethics of research. That is to say, the researcher was takes official letter of cooperation from the department 'to whom it may concern.' Then, the researcher was informed to the research participants about the purpose of the research at the time of data collection. Later on, the researcher tells the informants that any information they provided were kept confidential. Accordingly, respondents were filled the questionnaire within the given time and the researcher was collected the questionnaire.

Chapter Four

Result and Discussion

4.1 Introduction

This segment present and analyses selected explanatory, correlation and regression statistics in respect of the variable in the study. Thus, both qualitative and quantitative methods of data analysis were employed in analysis the data generated through the questioner using statistical package for social science (SPSS 20). The Parametric test instruments were bivariate (correlation) and multiple linear regressions to address the objective of the study. The aim of the test was to draw certain conclusion which invariably establishes a relationship of conflict source and resolution mechanisms in the organization studied.

4.2. Demographic profile of respondents (clients)

This part verifies respondents background information obtained through questionnaire. It focuses on gender, age, marital status, work experience and Educational background. Besides, 216 participants filled out the questionnaire. Thus, their demographic information is presented in table 4.1 below.

Table4. 1: Demographic characteristics of respondents

Item	Category of item	Frequency	Percent
Gender	Male	154	71.3
	Female	62	28.7
	Total	216	100.0
Age	Below 30	94	43.5
	30-39	55	25.5
	40-50	62	28.7
	51-60	0	0
	Above 60 year	5	2.3
	Total	216	100.0
Marital status	Married	170	78.7
	Single	41	19.0
	Widowed	0	0
	Divorced	5	2.3
	Total	216	100.0
Experience	Below 5 years	76	35.2
	6-10 years	77	35.6
	11-15 years	34	15.7
	16-20 years	29	13.4
	Above 20 years	0	0
	Total	216	100.0
Education	Secondary		
	Diploma	51	23.6
	Degree	143	66.2
	Masters	22	10.2
	Professional	0	0
	others	0	0
	Total	216	100

Source; SPSS output from own survey data

As can be observed from table 4.1 above, the gender distribution of the selected sample reveals that male respondents were 154(71.3%) whereas, female respondents were 62(28.7%) of the sample. This implies that there are more male respondents than female. This is an indication of Ethiopian Road Authority (ERA), Jimma District is staffed with more male employees than female and this situation may reduce the existence of conflict between the employees within the organization.

Table 4.1 above, it is clear that the majority of respondents, 94 (43.5%) were in the age range of Below 30, this was followed by 62 (28.7%) in the age range of 40-50, 55(25.5%) of the respondents are categorized in the age range of 30-39years, while 5(2.3%) of the respondents are categorized in the age above 60 years. This shows majority of the employees in the organization are young and energetic who can be expected contribute a lot in the future and this might imply that the younger in their ages, the more prone to conflict.

As we observe from table 4.1.above, the researchers' interest here was to investigate correlation between stable employees and the unstable ones in an effort to establish whether there could be any problems arising from the status distributions. As observed in the Table above clearly shows that 41(19%) of the respondents were single as compared to 170 (78.7%) who were married. This indicates respondents in the study had maturity and integrity used in the execution of duties at the institutions and therefore the question of high maturity and stability in the execution of duties did applied. Because almost majority of the respondents were married means they are stable at work and it reduces the existence of conflict between the employees within the organization.

As indicated in table 4.1 a majority of the respondent 77 (35.6%) within range of 6-10, Following to that 76(35.2%) take Below 5 years, then 34 (15.7%)range of 11-15 years. The remaining respondent's 29(13.4%) fall range between 11-15 years. This shows that number of respondents has experience on the organization and this indicates that employees can confidently express the working environment mostly practiced and lesser work experience, the more susceptible to conflict so does.

As can be seen from table 4.1 above, Majority of the respondents have BA degree which is 143(66.2%) then next to this 51(23.6%) have a diploma and masters graduates were taken 22(10.2) from the total respondents. This indicates that the majority of the bureau employees have BA degree holders. From this it is possible to suppose that the composition of the respondents include well qualified to explain about the subject matter of the study and it is to be concluded that, most of the employees in the organization are highly educated. This may help them to have better understanding about conflict.

4.3. Data Analysis of the independent and dependent variables

4.3.1. Existence of workplace conflict

Table4. 2: Existence of workplace conflict

Item	Category of item	Frequency	Percent
How do you get the information about the existence of conflict?	through hearsay	35	16.2
	from friends and colloquies	63	29.2
	through formal	88	40.7
	from the parties felt conflict	30	13.9
	Total	216	100.0
Have you ever experienced a workplace conflict(s) in your organization?	yes	181	83.8
	Not at all	35	16.2
	Total	216	100.0
It is not conflict it is rather dispute or just disagreement	Yes	145	67.1
	Not at all	71	32.9
	Total	216	100.0
If yes, how often workplace conflicts do occur?	Sometimes	161	74.5
	Not at all	21	9.7
	I don't know	34	15.7
	Total	216	100.0
Where do the workplace conflicts mostly fall?	between the management team itself	62	28.7
	between the management and the employee	80	37.0
	between group of employees	17	7.9
	between individual employees	57	26.4
	Total	216	100.0

Source; SPSS output from own survey data

As it is already said in the introductory part and literature review part of this paper now days, conflict becomes an inevitable aspect of organizations. So it is not doubtful for every organization and almost every individual in an organization to get involved in conflict with people around him/her. With this regard, the respondents are asked as how they get the information about the existence of conflict with people in their work place. Accordingly, 35 (16.2%) of the study participants responded that through hearsay. On the other hand, 63 (29.2%) of them responded from friends and colloquies; whereas 88 (40.7%) indicated to be through formal. However, as of 30 (13.9%) of the respondents from the parties who felt in conflict. From these statistical data, we can infer that majority of respondent get the information about the existence of conflict within the organization through formal ways.

The next question solicited was the frequency in which they are ever experienced a workplace conflict(s) in their organization at their work place and 181(83.8%) of them replied yes and the rest of the respondents said not at all accounts for 35(16.2%). From this data we can conclude that most of the respondents get in to conflict with people in their work place.

In the above table 4.2, item 3, the respondents depicts was the frequency that are asked as it is not conflict it is rather dispute or just disagreement and 145(67.1%) of them replied yes and the rest of the respondents said not at all accounts for 71(32.9%). From this data we can conclude that most of the respondents consider that conflicts in their work place are as a dispute or just disagreement.

The forth question in the above table 4.2, solicited was the frequency in which how often workplace conflicts do occur in their organization at their work place and 161 (74.5%) of them replied Sometimes, 21 (9.7%) Not at all and the rest of the respondents said I don't know accounts for 34(15.7%). From this data we can conclude that sometimes conflicts do occur in their organization.

The last question in the above table 4.2 indicated that the frequency in which Where do the workplace conflicts mostly falls, 62(28.7%) of them replied between the management team itself, 80(37%) of the respondents said between the management and the employee, 17(7.9%) of them replied between group of employees and the rest 57(26.4%) of them said respond as between individual employees. From this data we can conclude and most of the respondents agreed that workplace conflicts mostly fall within the organization is between the management and the employee. Empirical Study on the Effect of existence of workplace conflict in Nigeria by Hotepo et al., (2010) showed that lack of poor management have the highest frequency as a existence of workplace conflict in Nigeria, Henery (2009) also stated that conflict exist in organization's because employees compete due to conflict within the organization.

4.3.2. Types of Conflict

Table4. 3: Types of Conflict

Descriptive Statistics				
	N	Mean	Std. Deviation	Variance
Which of the following types of conflict frequently occurs in your organization	216	1.8704	.66252	.439
I Most of the time enter into conflict because I lack the required ability for the particular job	216	2.5972	1.07824	1.163
I feel frustrated in work	216	2.5741	1.25163	1.567
I am dissatisfied with the organization, rule and regulation the organization follow.	216	2.9074	1.05687	1.117
I continually enter into disagreement with other's over choice of work and resource	216	2.8657	.81585	.666
I usually have difficulty in getting along with others	216	2.3287	1.14051	1.301
I compete with others for recognition, approval and promotion	216	3.3796	1.00434	1.009
My group attempts to achieve its goal at the expense of the goal attainment of other group in the organization.	216	3.1481	1.21092	1.466
I often enter into disagreements and misconception between my team members as a result of personal issues	216	2.6157	1.15559	1.335
I often enter into disagreements and misconception between my team members as a result of task related issue	216	3.3657	.95505	.912
Average	216	2.76526	1.033152	1.0975

Source; SPSS output from own survey data

Under types of Conflict system dimension table 4.3 above showed that, types of conflict frequently occurs in your organization with ($X=1.8704$, $STD =0.66$), Most of the time enter into conflict because I lack the required ability for the particular job with($X=2.6$, $STD =1.08$), I feel frustrated in work($X=2.57$, $STD =1.25$), I am dissatisfied with the organization, rule and regulation the organization follow ($X=2.91$, $STD =1.06$), I continually enter into disagreement with other's over choice of work and resource ($X=2.87$, $STD =.82$), I usually have difficulty in getting along with others($X=2.33$, $STD =1.14$), I compete with others for recognition, approval and promotion($X=3.38$, $STD =1.00$), My group attempts to achieve its goal at the expense of the goal attainment of other group in the organization($X=3.15$, $STD =1.21$), I often enter into disagreements and misconception between my team members as a result of personal issues($X=2.62$, $STD =1.16$), I often enter into disagreements and misconception between my team members as a result of task related issue($X=3.37$, $STD =0.96$). This data shows that they compete with others for recognition, approval and promotion and they often enter into disagreements and misconception between their team members as a result of task related issues are the better practiced types of Conflict factor variables within the organization.

4.3.3. Causes of conflict

Table4. 4: Causes of conflict

Descriptive Statistics				
	N	Mean	Std. Deviation	Variance
Whenever I have negative feeling I fail to perform my Job Effectively	216	3.0509	1.06627	1.137
I often fail to avoid difficult conversation that; a problem just go away	216	3.1343	1.03228	1.066
I feel that my skill set is not adequate enough to perform at the same level as my co-worker	216	2.5694	1.41907	2.014
When I feel pressured in many different aspects of life, I sometimes lash out in non-productive ways	216	2.9676	1.03153	1.064
Instead of quality information, I focus on quantity of information	216	2.7130	1.34026	1.796
My supervisor/ manager fail to use sincere, clear, concise and kind of words during work	216	2.6806	1.34503	1.809
I fail short to give time and attention while communicating with colleagues and supervisor	216	2.9213	1.36341	1.859
I mostly judge co-workers the first time I meet them	216	2.6759	1.23385	1.522
I usually get misperceived by my co-workers	216	2.9769	1.12246	1.260
I'm uncertain about what task is expected from me to do.	216	3.2037	1.01394	1.028
I usually face a clash over one's role in the organization	216	3.4769	.84601	.716
I feel unsatisfied with the reward system that the organization follows	216	3.2546	1.00925	1.019
I don't feel comfortable to work in harmony with those who receive unfair reward	216	3.2222	1.46483	2.146
Harassment to junior staff by supervisors	216	3.4444	1.11090	1.234
Constant focus on particular person without reasonable cause	216	2.6806	1.31708	1.735
Communication gap between employee and managerial staff	216	3.9259	1.11400	1.241
Lack of transparency during promotion and salary increment	216	3.8056	1.04733	1.097
Valid N (listwise)	216			

Source; SPSS output from own survey data

The above table displays the data provided by the study participants with respect to the causes of conflicts showed that, Whenever I have negative feeling I fail to perform my Job Effectively with (X=3.051, STD =1.066), I often fail to avoid difficult conversation that; a problem just go away with(X=3.13, STD =1.03), I feel that my skill set is not adequate enough to perform at the same level as my co-worker with (X=2.57, STD =1.42), When I feel pressured in many different aspects of life, I sometimes lash out in non-productive ways with (X=2.97, STD =1.03), Instead of quality information, I focus on quantity of information with (X=2.7, STD =1.3), My supervisor/ manager fail to use sincere, clear, concise and kind of words during work with (X=2.68, STD =1.35), I fail short to give time and attention while communicating with colleagues and supervisor with (X=2.9, STD =1.36), I mostly judge co-workers the first time I meet them with (X=2.68, STD =1.23), I usually get misperceived by my co-workers with (X=2.98, STD =1.12), I'm uncertain about what task is expected from me to do With (X=3.20, STD =1.01). I usually face a clash over one's role in the organization with (X=3.5, STD =0.85), I feel unsatisfied with the reward system that the organization follows with (X=3.3, STD =1.01), I don't feel comfortable to work in harmony with those who receive unfair reward with (X=3.22, STD =1.47), Harassment to junior staff by supervisors with (X=3.44, STD =1.11), Constant focus on particular person without reasonable cause with (X=2.68, STD =1.32), Communication gap between employee and managerial staff with (X=3.9, STD =1.11), Lack of transparency during promotion and salary increment with (X=3.8, STD =1.05). As we can see in the above table that majority of the respondents are not satisfied with related to causes of conflict items within the sector and employees of the sector are not confident about the way to treat conflict and it is an indication that these data is that the possibility of workloads to cause conflicts in the sector was higher.

4.3.4. Perception on Conflict Assessment

Table 4. 5: Perception on Conflict Assessment

Descriptive Statistics				
	N	Mean	Std. Deviation	Varian ce
I feel that conflict is always bad, negative and destructive.	216	3.2963	1.44839	2.098
There are times when conflict can be desirable.	216	3.5833	.95113	.905
I believe that conflict can be avoided at all.	216	3.4398	1.47099	2.164
I believe that if conflict is effectively managed, it is a necessary pre-condition for creativity.	216	4.0417	.93666	.877
I feel that conflict can prevent members from doing tasks at all.	216	3.5648	1.25955	1.586
I believe that conflict fosters open-mindedness.	216	3.7685	.91607	.839
I feel that in conflicts, someone will always get hurt.	216	3.4907	1.07397	1.153
I believe that conflict can be a medium through which problems can be Aired and solutions arrived at.	216	3.8009	1.01257	1.025
I am always afraid to enter into confrontation.	216	3.4306	1.05425	1.111
I feel that conflict may facilitate change.	216	3.5556	.83341	.695
Valid N (listwise)	216			

Source; SPSS output from own survey data

The above table displays the data provided by the study participants with respect to the perceptions on conflict assessment showed that, I feel that conflict is always bad, negative and destructive With ($X=3.3$, $STD =1.45$), There are times when conflict can be desirable with($X=3.58$, $STD =0.95$), I believe that conflict can be avoided at all with ($X=3.44$, $STD =1.47$), I believe that if conflict is effectively managed, it is a necessary pre- condition for creativity with ($X=4.04$, $STD =0.94$), I feel that conflict can prevent members from doing tasks at all. with ($X=3.57$, $STD =1.26$), I believe that conflict fosters open-mindedness with ($X=3.77$, $STD =0.92$), I feel that in conflicts, someone will always get hurt With ($X=3.49$, $STD =1.07$), I believe that conflict can be a medium through which problems can be Aired and solutions arrived at with ($X=3.8$, $STD =1.01$), I am always afraid to enter into confrontation with ($X=3.43$, $STD =1.05$), I feel that conflict may facilitate change With ($X=3.56$, $STD =0.83$). As we can see in the above table that majority of the respondents are satisfied with related to perception on conflict assessment items within the sector and employees of the sector are more of confident about the way to treat conflict and it is an indication that these data is that the possibility of employees perception on conflict will decreases conflicts in the sector was not be higher.

4.3.5. Conflict management practice of the organization

Table 4. 6: Conflict management practice of the organization

Descriptive Statistics				
	N	Mean	Std. Deviation	Variance
The organization has good practice in conflict Management	216	3.5602	1.12316	1.261
The managers give attention on matters which may result in conflict.	216	2.9028	.87060	.758
The organization has well defined conflict management practice	216	3.2593	1.14827	1.319
The employee has satisfied with conflict management practice of the company.	216	3.1389	1.16506	1.357
There exists flexible behavior of mangers on decision making.	216	3.4352	1.01865	1.038
There is participatory conflict management practice in the organization	216	3.4306	.96679	.935
If the others position seems important to them, I would try to meet their wishes.	216	3.6389	.94950	.902
I try to find a fair combination of gains and losses for both of us.	216	3.5509	1.04646	1.095
I try to postpone the issue until I have had some time to think it over.	216	3.3750	1.18248	1.398
I share my positive attitude, hoping they will do the same.	216	3.6019	1.07348	1.152
There are times when I let others take responsibility for solving problems.	216	3.7731	1.08238	1.172
Rather than negotiate the things on which we disagree, I try to stress those things upon which we both agree.	216	3.3796	.94714	.897
I try to reach a common solution in a quarrel.	216	3.8287	.58135	.338
I avoid taking positions that would create controversy.	216	3.6250	.86435	.747
When in a conflict with someone, I ask them to explain their position.	216	3.5972	.90979	.828
I tell another my ideas and ask them for third.	216	3.4259	.82071	.674
When I start to discuss a conflict with others, I choose my opening statement carefully to establish positive realistic expectations.	216	3.6991	.88775	.788
When dealing with a conflict, I have a pre-determined solution to the outcome. I try to avoid upsetting my colleagues.	216	3.4722	.97368	.948
I make some effort to get my way.	216	3.5556	.91330	.834
At the end of a conflict, it matters to me that the other persons needs have been met.	216	3.5648	.92282	.852
I feel for a relationship to last, the needs of both parties must be considered.	216	3.7130	.76616	.587
I seek others? help in working out a solution.	216	3.9722	1.07364	1.153
I feel that differences are not always worth worrying about.	216	3.7917	.84530	.715
I find it necessary to overpower others to get my own way.	216	3.4815	.79512	.632
I sacrifice my own wish for the wishes of the other persons.	216	3.7315	.84200	.709
I try to investigate an issue with others to find a solution acceptable to us.	216	3.9120	.84998	.722
I listen with an open-mind to alternative options.	216	3.7407	1.09859	1.207
Face to face conflict resolution method is frequently used	216	3.8380	1.05506	1.113
The actions taken by the management to resolve	216	3.8889	.92342	.853
The actions taken by the management to resolve conflicts coincide with the feelings of the employees	216	3.3102	1.00283	1.006
Valid N (listwise)	0			

Source; SPSS output from own survey data

The above table displays the data provided by the study participants with respect to the conflict management practice of the organization showed that, The organization has good practice in conflict management with (X=3.56, STD =1.12), The managers give attention on matters which may result in conflict with(X=2.90, STD =0.87), The organization has well defined conflict management practice with (X=3.26, STD =1.15), The employee has satisfied with conflict management practice of the company with (X=3.14, STD =1.17), There exists flexible behavior of managers on decision making with (X=3.44, STD =1.02), There is participatory conflict management practice in the organization with (X=3.43, STD =0.97), If the others position seems important to them, I would try to meet their wishes with (X=3.64, STD =0.95), I try to find a fair combination of gains and losses for both of us with (X=3.55, STD =1.05), I try to postpone the issue until I have had some time to think it over With (X=3.38, STD =1.18). I share my positive attitude, hoping they will do the same with (X=3.6, STD =1.07), There are times when I let others take responsibility for solving problems with (X=3.77, STD =1.08), Rather than negotiate the things on which we disagree, I try to stress those things upon which we both agree with (X=3.38, STD =0.95), I try to reach a common solution in a quarrel with (X=3.83, STD =0.58), I avoid taking positions that would create controversy with (X=3.63, STD =0.86), When in a conflict with someone, I ask them to explain their position with (X=3.6, STD =0.91), I tell another my ideas and ask them for third. With (X=3.43, STD =0.82). When I start to discuss a conflict with others, I choose my opening statement carefully to establish positive realistic expectations with (X=3.7, STD =0.89), When dealing with a conflict, I have a pre-determined solution to the outcome. I try to avoid upsetting my colleagues with (X=3.47, STD =0.97). I make some effort to get my way with (X=3.56, STD =0.91), At the end of a conflict, it matters to me that the other persons needs have been met with (X=3.57, STD =0.92). I feel for a relationship to last, the needs of both parties must be considered with (X=3.7, STD =0.77), I seek others? help in working out a solution with (X=3.97, STD =1.07). I feel that differences are not always worth worrying about with (X=3.79, STD =0.85), I find it necessary to overpower others to get my own way with (X=3.48, STD =0.8). I sacrifice my own wish for the wishes of the other persons with (X=3.73, STD =0.84), I try to investigate an issue with others to find a solution acceptable to us with (X=3.9, STD =0.85). I listen with an open-mind to alternative options with (X=3.74, STD =1.1), Face to face conflict resolution method is frequently used

with ($X=3.84$, $STD =1.06$). The actions taken by the management to resolve with ($X=3.89$, $STD =0.92$). The actions taken by the management to resolve conflicts coincide with the feelings of the employees with ($X=3.31$, $STD =1.00$), As we can see in the above table that majority of the respondents are strongly satisfied with related to conflict management practice of the organization items within the sector and employees of the sector are confident about the way to treat conflict management practice of the organization and it is an indication that these data is that possibility of conflict management practice of the organization leads to prevent conflicts in the sector was not be higher.

Chapter Five:

Conclusions and Recommendations

5.1. Conclusions

On the basis of the analysis the following conclusions were drawn:

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

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

This study investigates that interpersonal type of conflicts mostly seen in the offices frequently. This is because conflict is natural and as long as people work together there is always conflict between them to reach common goal of the organization.

This study shows that though training about conflict are not provided to the employees, most of them understands that conflict has both positive and negative effect.

Conflict has both positive and negative effect. However, the negative effect outweighs the positive effect as the result the employees and the office performance also negatively affected.

The study indicates that majority of the employee has less work experience. And can be conclude that those employees might have much more chance to exercise conflict than those employees having long work experience and become matured.

Since organization culture is dynamic which is built by people who came from different family backgrounds and learning experiences, the inevitability of conflict is unquestionable. In due courses, it would be also challenging to treat each group satisfactorily. This implies that the necessity of new methods and strategies to overcome the equivalent personal and institutional problems caused by conflict and how to handle it in a better way are mandatory in the organization.

From the empirical results concerning causes of conflict, there is convincing evidence that many of the factors identified by the study are causes of conflict in the organization having different degree. From the questionnaires' causes of conflict identified, 'personal factors' which incorporates attitude of the respondents, emotion of the respondent, personality of the respondent, and lack of communication skill appears to be the major causes of conflict followed by communicational factors are the major causes of conflict in the organization.

In general, 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 main causes for conflict at workplace in the organization.

5.2. Recommendations

On the basis of the analysis's, the following recommendations were forwarded:

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 part of the study, the following recommendations were forwarded:

It was recommended that managers could vary their leadership approaches based on the problem they would be dealing with. Managers may be required in certain situations to adopt a more paternalistic and democratic leadership style when dealing with sensitive issues. On the other hand, an autocratic style may also be recommended in dealing with certain situations.

Conflicts management opportunities should be provided for employees as well as organizational change that creates a better environment for all. There are any number of clear steps that management can take to decrease conflicts and make employees more open to change including giving opportunities for employees to share in decision making that affects their job, being sure that the workload is appropriate, being open with employees about the future of their jobs and their roles and responsibilities.

It was recommended that managers should pay particular attention to the time and venue when managing conflicts since the research findings revealed that time and venue influence conflict management. The time chosen for managing the conflict may either lead to an expected outcome or worsen the situation. It would therefore be appropriate if managers could deal with conflicts when tempers are down.

Finally, by understanding the impact of conflict on employee's social relationship and on their physical and mental well-being, its 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.

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Jimma University
Collage of Business and Economics
Department of Management
Master of Public management
(Questionnaires for ERA Employees)

Dear Respondent:-

Dear Sir/Madam, First I would like to thank you for your time. My name is **Ashenafi Kechine** and I am a graduate student at Jimma University College of Business and Economics. I am conducting this study for the completion of my Master's Degree in Public Management. This questionnaire is prepared in order to gather the necessary information (data) that will help to study on *conflict source and resolution mechanisms, in Ethiopian Road Authority (ERA), Jimma District*. Filling this questionnaire may take not more than 30 minutes pleas stick and /or write your response. The sharing of your knowledge and experience as you answer the questionnaire will be valuable to me and as such will be treated with the strictest confidence. No reference will be made to any individual and the information will be reported in an aggregated form.If you have any question, please contact me through kechine39@gmail.com (0917105639)

Thank you for your cooperation!

Instructions:

- No need of writing your name
- You are kindly requested to give genuine responses by Put a tick (√) mark in the box that corresponds your choice from the given alternatives
- For **open-ended questions**, please write your ideas in the space provided

Part One: - Demographic characteristics

1) What is your gender?

Male Female

2) How old are you?

Below 30 years 30- 39 years. 40- 50 years. 51-60 years. above 60 Years

3) What is your marital status?

Married Single widowed Divorced

4) How long have you been worked with your current organization?

Below 5years 6-10 years. 11-15years 16-20years Above 20years

5) What is your level of education?

Secondary Diploma Degree Masters Professional other

Part Two: A .Existence of workplace conflict

5. How do you get the information about the existence of conflict?

Through hearsay from friends and collagenous through formal report

From the parties felt in conflict

6. Have you ever experienced a workplace conflict(s) in your organization?

Yes Not at all

7. It is not conflict it is rather dispute or just disagreement

Yes Not at all

8. If yes, how often workplace conflicts do occur?

Sometimes Not at all I don't know

9. Where do the workplace conflicts mostly fall?

Between the management team itself between the management and the employees

Between groups of employees between individual employees

Part Two: B. Types of Conflict

The following questions are presented on a five point Likert-Scales. If the item strongly matches with your response choose 5 (Strongly Agree), if you moderately agree on the idea choose 4 (Agree), if you don't have any idea or information on the point choose 3 (Not sure), if you moderately disagree with the point choose 2 (Disagree) and if you completely disagree with the point choose 1 (Strongly Disagree). In each statement please indicate your personal choose by a tick [√] mark in the appropriate box.

10. Which of the following types of conflict frequently occurs in your organization?

Intrapersonal Interpersonal Intragroup Intergroup

Please indicate your level of agreement. Where 1= strongly disagree, 2= Disagree, 3= Not sure, 4= Agree and 5= strongly Agree

Statement	1	2	3	4	5
I Most of the time enter into conflict because I lack the required ability for the particular job					
I feel frustrated in work					
I am dissatisfied with the organization, rule and regulation the organization follow.					
I continually enter into disagreement with other's over choice of work and resource					
I usually have difficulty in getting along with others					
I compete with others for recognition, approval and promotion					
My group attempts to achieve its goal at the expense of the goal attainment of other group in the organization.					
I often enter into disagreements and misconception between my team members as a result of personal issues					
I often enter into disagreements and misconception between my team members as a result of task related issue					

C. 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.

Statement	1	2	3	4	5
Whenever I have negative feeling I fail to perform my Job Effectively					
I often fail to avoid difficult conversation that; a problem just go away					
I feel that my skill set is not adequate enough to perform at the same level as my co-worker					
When I feel pressured in many different aspects of life, I sometimes lash out in non-productive ways					
Instead of quality information, I focus on quantity of information					
My supervisor/ manager fail to use sincere, clear, concise and kind of words during work					
I fail short to give time and attention while communicating with colleagues and supervisor					
I mostly judge co-workers the first time I meet them					
I usually get misperceived by my co-workers					
I'm uncertain about what task is expected from me to do.					
I usually face a clash over one's role in the organization					

I feel unsatisfied with the reward system that the organization follows					
I don't feel comfortable to work in harmony with those who receive unfair reward					
Harassment to junior staff by supervisors					
Constant focus on particular person without reasonable cause					
Communication gap between employee and managerial staff					
Lack of transparency during promotion and salary increment					

D. Perception on Conflict Assessment

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

Statement	1	2	3	4	5
I feel that conflict is always bad, negative and destructive.					
There are times when conflict can be desirable.					
I believe that conflict can be avoided at all.					
I believe that if conflict is effectively managed, it is a necessary pre- condition for creativity.					
I feel that conflict can prevent members from doing tasks at all.					

I believe that conflict fosters open-mindedness.					
I feel that in conflicts, someone will always get hurt.					
I believe that conflict can be a medium through which problems can be Aired and solutions arrived at.					
I am always afraid to enter into confrontation.					
I feel that conflict may facilitate change.					

E. Conflict management practice of the organization

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

Statement	1	2	3	4	5
The organization has good practice in conflict Management					
The managers give attention on matters which may result in conflict.					
The organization has well defined conflict management practice					
The employee has satisfied with conflict management practice of the company.					
There exists flexible behavior of mangers on decision making.					
There is participatory conflict management practice in the organization					
If the others position seems important to them, I					

would try to meet their wishes.					
I try to find a fair combination of gains and losses for both of us.					
I try to postpone the issue until I have had some time to think it over.					
I share my positive attitude, hoping they will do the same.					
There are times when I let others take responsibility for solving problems.					
Rather than negotiate the things on which we disagree, I try to stress those things upon which we both agree.					
I try to reach a common solution in a quarrel.					
I avoid taking positions that would create controversy.					
When in a conflict with someone, I ask them to explain their position.					
I tell another my ideas and ask them for third.					
When I start to discuss a conflict with others, I choose my opening statement carefully to establish positive realistic expectations.					
When dealing with a conflict, I have a pre-determined solution to the outcome. I try to avoid upsetting my colleagues.					
I make some effort to get my way.					
At the end of a conflict, it matters to me that the other persons needs have been met.					

I feel for a relationship to last, the needs of both parties must be considered.					
I seek others "help in working out a solution.					
I feel that differences are not always worth worrying about.					
I find it necessary to overpower others to get my own way.					
I sacrifice my own wish for the wishes of the other persons.					
I try to investigate an issue with others to find a solution acceptable to us.					
I listen with an open-mind to alternative options.					
Face to face conflict resolution method is frequently used					
The actions taken by the management to resolve conflicts coincide with the feelings of the employees					

7. What the techniques or style that have been used to resolve conflict?

Forcing Smoothing Compromise Problem solving Avoiding

8. In your opinion are those techniques effective?

Yes No

9. Who is responsible for conflict management (resolution) in your organization?

The manager or boss Committee Conflicting parties themselves

Other specify _____

10. Do the managers in your organization have skill to resolve conflict?

Yes No

11. Do conflicts resolve at the right item to the best interest of employees and the organization?

Yes No

12. If your answer for question No. 11 is no state the reason_____.

13. What do you think it should be done to improve the conflict resolution of the organization? _____.

Thank you!