THE ROLE OF EFFECTIVE COMMUNICATION IN RESOLVING CONFLICT

(IN CASE OF WOLKITE UNIVERSITY)



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ABSTRACT

Effective communication is crucial element in our lives and it is the basis for organizational objective achievement .Moreover, as it is known quality of communication is has a direct impact on the quality of relationship. This is why effective communication is crucial. The research would find out the method of resolving conflict by using effective communication and its effect on organization in case of Wolkite University. The purpose of this study is to assess the role of effective communication in resolving conflict. The literature review enables to understand the various concepts regarding about different communication type and about different conflict in different organizations. The researcher would develop questionnaires both open ended and close ended questions to collect primary data and use different document to collect secondary data. The study would be conducted by collecting data from 91 respondents those are selected by using simple random sampling from 1059 total population by distributing questionnaires. The data would be organized by using descriptive and quantitative method.

CHAPTER ONE

1. INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Communication is the process of sharing ideas, information and messages with others. The most basic communication methods that are known to man are speech and non-verbal expressions such as facial expressions and body language. Apart from these basic methods of communication, there are other methods of communication. These methods began to involve and become complex (I.vonGlion, mary Ann young and Steven L.Mc Shane; 1976:392).

Effective/ Good communication usually requires a two-way flow of information rather than simply delivering messages work on creating a flow of message and feedback. A Sender conveys a message, and receiver responds with feedback and perhaps a new message (Cullinan; 1996:327)

Poor or inaccurate communication can lead to conflict and negativity in the work place. It could even lead to the cancellation of deal or the loss of good will. However, in this competitive environment business cannot afford such losses (Cullinan; 1996:329)

In the current world, every organization faces different controllable and uncontrollable challenges, whether it is profit making or non-profit making. In order to adapt and cope up with uncontrollable situations, organizations, managers, and all employees of the organization together should set productive measures and at least attempt to minimize the effect of these situations on business activities.

Poor or inaccurate communication can lead to conflict and negativity in the work place. It could even lead to the cancellation of deal or the loss of good will. However, in this competitive environment business cannot afford such loses (Cullinan; 1996:329). Effective/Good communication usually requires a two-way flow of communication. A sender conveys a message, and receiver responds with feedback and perhaps a new message (Cullinan; 1996:327).

Conflict is a process in which one party perceives that its interests are being opposed or negatively affected by another party. This may be a mild disagreement between two people

regarding the best choice in decision (MaryAnn and Steven L.MC Shane; 1976:402).On the other hand, conflict is a disagreement of ideas between and among peoples. Conflict has both destructive and constructive sides. Destructive conflict could be solved as it occurs; otherwise it is challenge to the growth of any organization. Constructive conflict could increase innovation and creativity. Communication in modern history has many important activities. Among these, it has a great role in resolving destructive conflict and increasing constructive conflict.

Conflict often occurs due to lack of opportunity, ability, or motivation to communicate effectively. As communication is essential to the communities of a given organization, especially for managers to coordinate the human and other resources of an organization, they required ability to communicate effectively. To coordinate these human resources they should avoid conflicts that occur between employees. To avoid these problems communication is vital (Mary Ann and Steven L.mc Shane; 1976:408).Considering point about communication, effective communication, conflict and their relation, the researcher will tried to see the role affect effective communication on conflict resolution process of Wolkite University.

1.2. STATEMENT OF THE PROBLEM

As long as people in organization work together, conflict is inevitable or unavoidable. (Robbins; 9 editions). This means people work together the incompatibility of goals, attitudes, emotions or behaviours leads to disagreement or opposition between them. Conflict occur because people do not agree on goals, issues, perception and people inevitably compete for the scare resources.

Almost all conflicts involve communication problems, as both cause and an effect misunderstandings resulting from poor communication, can easily cause a conflict or make it worse (Robbins, edition 7th).

According to Stewart and Sylvia; 2006:206, any organization has no meaning without communication. To reduce or if possible to avoid inevitable conditions, communication have a vital role. Communication is not only used for conflict resolution but also it is the basis for the organization objectives, to know about competitor dimension, to care with modern information technology and any activities in field of study. Thus the fact is that communication is the crucial element in our lives. While seemingly endless reasons for conflicts, they generally surrounded the underlying needs of all humans including physical, intellectual, emotional, social, and spiritual (Miller 1997; Townsend, 2010). Most importantly, how we approach and communicate about these issues often determines the outcome. The factors that motivate the researcher to

study on communication of Wolkite University is that there is a problem in communication among members of the company, different attitude toward communication, lack of sufficient response of management for employees grievance and personalities, leads to conflict. Therefore, this research is look at the points like factors increasing good communication among the organization members and creating good working environment for employees.

1.3. Research questions

The research was tried to answer the following questions:

1. What are the major factors that cause for employee conflict in the University?
2. What are the major factors that affect effective communication in resolving conflict?
3. What are the contributions of effective communication in resolving conflict?

1.4. Objectives of the study

1.4.1. General objective

The general objective of the study is to assess the role of effective communication on conflict resolution process in Wolkite University.

1.4.2. Specific objectives

Specifically the study was tried to achieve the following objectives.

- To assess the major factors that cause for employee conflict in the University.
- To assess the major factors that affect communication to resolve conflict in the organization.
- To examine the contributions of effective communication in resolving conflict in the organization.

1.5. Scope of the study

Geographically, the study was conducted in Wolkite University. And theoretically the study was limited to the frame works of conflict resolving, effective communication, methodologically the researcher uses descriptive type research design.

1.6. Significance of the Study

The study would benefit the organization to know effective communication in conflict resolution. From the researcher's points of view this study is helps the researcher to increase thinking capacity and problem solving. Other significances of the study are the following points:

Primarily this research was conducted as requirements in partial fulfillment to acquire BA degrees in management, to provide information regarding maintaining conducive working environment, it can serve for the researchers as guidelines or reference, and it initiates other researcher to conduct their study in these areas or another area.

1.7 Limitation of the study

There were some limitations that the researcher faces as a challenge while conducting the study. These limitations are stated as follows Lack of experience of the student researcher as it is the first time the assessment is taken, Lack of sufficient finance for conducting the study two respondents had not returned the questionnaire and also Lack of consistency of response given by three respondents.

1.8 Organization of the study

The paper is organized in five chapters. The first chapter contains the introduction part, This include background of the study, statement of the problem, objective of the study, Significance of the study, Scope of the study, the second chapter is deals with related review literature, the third chapter is deals with research methodology and the chapter 4 is deals with presentation and analysis of data and finally chapter 5 is contains, conclusion and recommendation.

CHAPTER TWO

2. REVIEW OF RELATED LITRATURE

2.1. DEFINITION OF COMMUNICATION

Communication is the process of transmitting or sharing meaning (idea, feeling, thought, experience, knowledge, skill, etc.)Idea was perceived by the receiver exactly as it was envisioned by the sender. Communication in organization is the process of transmitting decisions and other information from one member or one part of an organization to another. In fact, there cannot be organization without communication (p. Robbins; 1994: 242).

2.2. IMPORTANCE OF COMMUNICATION

Success in organization is dependent to a great degree up on the ability of the manager to understand other people. Managers can understand their employees through proper communication.

To specifically state the importance of communication in organizations, Endalcahew, Yasichelal and Tadiwos (2006, p. 66-67) mention for the following points:

- **Communication facilities efficient and smooth running of an organization: -** common causes of organizational inefficiency are related to poor communication.
- **Communication is the basis for decision-making**:-The quality of decisions in an organization depends on the amount and quality of information, which is effected through communication. Available to the managers. Effective communication is also important to the proper implementation of plans.
- **It enables proper planning and coordinating: -** Misunderstanding can be removed with good communication. Communication enables an organization its long- term plans to be achieved and its activities properly controlled. Communication brings the various parties of the organization together (this is known as proper coordination). Whenever there is no proper coordination in an organization, the left hand does not know what the right hand is doing.
- **Communication brings higher productivity at minimum cost:** Communication is important enhance the moral of the employees. It also helps for proper leadership and

guidance functions in effect help an organization to increase productivity and to minimize cost productivity is producing more and more output with the usage of less and less resources (materials ,labor and knowledge) in the organization.

- **Facilitate democratic management**: - Democratization is becoming very popular in most countries of the world. This has necessitated democratic style of leadership in most organizations. Thus, communication enables participation of members of the organization in many functions.
- **Communication binds people together: -** It introduces the sense of cooperation and produces the will to work very hard. It helps to establish and disseminate goals of an organization that brings people together for common cause.
- **Communication is the life blood of organization**: - Because organization by definition is the group of people working together to achieve a common goal. Its effectiveness requires a great deal of interaction and without communication an organization cannot function.
- **The art of communication is extremely important for manger**: - Because he or she must achieve result through other people in the organization. All the management tasks such as planning, organizing, staffing, directing, motivation, controlling and coordinating.

2.3. TYPES OF COMMUNICATION IN ORGANIZATIONS

People communicate with each other in a number of ways that depend up on the message and its context in which it is being sent. Choice of communication channel and your style of communicating also affect communication. Therefore, there are variety types of communication. (Stewart and Sylivia; 2006:206).

According to H.G Field and Robert J. House (1995,p. 250) there are two types of communication (verbal and nonverbal communication)

1. Verbal communication: - written and oral communication media have favorable and unfavourable nature.

2. Non- verbal communication: - we communicate in many different ways what we say can be reinforced or contradicted by non- verbal communication. Non- verbal communication is any message the sender communicates without using words. This types of communication, sometimes referred to as body language, is an important part of the communication .As said

by P.Robbins(1993,p.332)communication can be classified based on their channels, formal and informal communication.

1. Formal communication

Formal communication follows the chain of command and is recognized as official transfer of messages.

1. Informal

Informal communication arises from the social relationships that evolve in the organization and they are not available or feasible through formal channels. In large organizational environments, one must be skilled at sending information up the chain of command.

The Same author's classified communication based on its direction as upward, downward, lateral and diagonal communication.

1. Upward communication

Upward communication flows to a higher level in the group or organization. It is used to provide feedback to higher. Ups inform them of progress toward goals and relay current problems.

2 Down ward communication

Communication that flows from one level of a group or organization to a lowest level is down ward communication.

When we think of managers communicating with subordinates, the down ward pattern is that we usually think of.

3. Lateral communication

When communication take place among members of the same workgroup, among members of work groups at the same level, among managers at the same level, or among any horizontally equivalent personnel.

4. Diagonal communication

Diagonal communication is important institutions where member cannot communicate effectively through other directions. For example, the controller of a large organization may wish to conduct a distribution cost benefit analysis.

2.4. FACTOR THAT AFFECT COMMUNICATION

Almost all conflicts involve communication problems, as both a cause and an effect. Misunderstandings, resulting from poor communication, can easily cause a conflict or make it worse. Thus communication is central to most conflict situations (Stewrt and Sylvia; 2006:212).

As same author said there are five main factors that affect communication.

1. **Misinterpretation of communication**

Even in ordinary circumstances, people often say things that are not interpreted in the way the statement was intended. When people are angry with each other, the likelihood of misinterpreting, communication is greatly increased to the point where it is almost inevitable.

2.Misinterpreted motives

Motives can be misinterpreted as easily as statements can be misunderstood. When parties are in conflict, there is a tendency to assume the opponent's motives are malign, even when they are not.

2. **Inaccurate and overly hostile stereotypes**

Often, communication difficulties arise because people think they know all they need to know about their opponents and that further communication is unnecessary.

3. **Lack of communication channels/ avoided communication**

Often disputants do not have reliable methods for communicating with opposing parties. This may be because they do not want to communicate or it may be because they are afraid to contact their opponents or have no way to do so.

5. Not listen actively

When someone talks, we hear. But too often we do not listen. Listening is an active search for meaning, whereas hearing is passive. In listening two people are engaged in thinking: the sender and the receiver.

2.5. FUNCTIONS OF COMMUNICATIONS

Communication serves many types of functions. Among these functions, Stephen .P. Robbins (1996, p.377-378). Put three basic categories:

1. Control

Communication acts to control member behaviour in several ways. Organizations have authority, hierarchies and formal guidelines that employees are required to follow. When employees for instance, are required to first communicate any job related grievance to their immediate boss, to

follow their job description or to comply with company policies, communication is performing a control function. But informal communication also controls behaviour when work groups fees or harass a member who produces too much (and makes the rest of group look bad), they are informally communicating with, and controlling, the member behaviour.

2. Motivation

Communication fosters motivation by clarifying to employees what is to be done, how well they are doing, and what can be done to improve performance if its subpar. The formation of specific goals and reinforcement of desired behaviour all stimulate motivation and require communication and also feedback as process towards the goals is the one which stimulate motivation and require communication.

3. Information

The other functions that communication performs relates to its role in facilitating decision making is by transmitting the data identify and evaluate alternatives.

In addition to the above function, communication involves on the resolution process of conflict. According to Cullinan(1996,p.327), successfully resolving conflict involves empathy, flexibility and maturity as much as it does effective communication.

2.6. DEFINITION OF CONFLICT

Conflict can be defined as any situation in which incompatible goals, attitudes, emotions or behaviour to disagreement or opposition between two or more organization members or groups. That is, conflict occurs because people do not always agree on goals, issues, perception and because people inevitably compete. (Robbins; 1983:445).

2.7. TYPES OF CONFLICT IN ORGANIZATION

Conflict in organization is the discord that arises when the goals, interests or values of different individuals or groups are incompatible and those individuals or groups black one another attempts to achieve their objective (Mary Ann and Steven L.Mc Shane; 1976:407). Not all conflict is bad. In fact, some types of conflict encourage new solutions to problems and enhance the creativity in the organization. Therefore, managers should stimulate functional conflict and prevent dysfunctional conflict.

According to Debral L. Nelson (1994, p.390-391) conflict is classified in to functional and dysfunctional.

1. **Functional conflict**: - is a healthy, constructive disagreement between two or more people. A recent study of twenty corporations revealed that few managers. Understand the ways in which conflict can benefit an organization.
2. **Dysfunctional conflict***:* is an unhealthy, destructive disagreement between two or more people. Its danger is that it takes the focus away from the work to be done and places the focus on the conflict itself and the parties involved. Excessive conflict drains energy that could be used more productively. A key for recognizing a dysfunctional conflict is that its origin is often emotional or behavioural. Individuals involved in dysfunctional conflict tend to act before thinking, and they often rely on threats, deception, and verbal abuse to communicate.

Robbins (1983, p.423) classifies conflict with the following categories:-

1. **Conflict with in individual**: - occurs when an individual is uncertain about what work he or she is expected to perform, when some demands of the work conflict with other demands, or when the individual is expected to do more than he or she feels capable of doing.
2. **Conflict among individuals**: In the same organization is frequently seen as being caused by personality differences. More often, such conflicts erupt from role related pressures (as between managers and subordinates) or from the manager in which people personalize conflict between groups.
3. **Conflict among individuals and groups**: Is frequently related to the way individuals deal with the pressures for conformity imposed on them by their work group. An example of this is individuals may be punished by his or her work group for exceeding or falling behind the group productivity norms.
4. **Conflict among groups in the same organization**: Is the type of conflict with in which line staff and labour- management conflicts.
5. **Conflict among organizations**: In the economic sphere has been considered an inherent and desirable form of conflict in many countries companies.
6. **Conflict among individual indifferent organizations**: This is also the conflict that occurs between people that work in different organizations.

2.8. THE EFFECT OF CONFLICT ON ORGANIZATION

Both functional and dysfunctional conflicts have their own effect in organizational performance and productivity.Regarding Debral. L. Nelson (1994, p.390) the following are effect of functional and dysfunctional conflict.

- **Functional conflict**: It can produce new ideas, learning, and growth among individuals. Functional conflict can improve working relationships, because when two parties work through their disagreements, they feel they have accomplished something together. By releasing tension and solving problems in working together. Moral is improved. Functional conflict can lead to innovation and positive charge for the organization. Because it tends to encourage creativity among individuals, this positive form of conflict can translate into increased productivity.
- **Dysfunctional conflict:** Is conflict that leads to decline in communication or the performance of a group. It can be an overabundance of conflict or a lack of sufficient motivating conflict.

  Dysfunctional conflict with in organization is motivated by egos of employees with competing ambitions. It often leads to higher stress and a likelihood that employees will burn out. Employees will also likely feel less satisfaction and less loyalty to the organization.

2.9. CAUSE OF CONFLICT IN ORGANIZATIONS

Conflict is pervasive in organizations. To manage it effectively, managers should understand the many sources of conflict.

According to DebralL.Nelson(1994,p.395) the source of conflict can be classified in to two broad categories: structural factors, which stem from the nature of the organization and the way in which work is organized, And personal factors, which arise from differences among individuals.

2.9.1. Structural factors

The causes of conflict related to the organizations structure include specialization, interdependence, common resources, goal differences, authority relationships, status inconsistencies, jurisdictional ambiguities; work over load and communication gap.

1. **Specialization:** when jobs are highly specialized, employees become experts at certain tasks. Highly specialized jobs can lead to conflict, because people have little awareness of the tasks that others perform.

2. **Interdependence:** work that is interdependent requires groups or individuals to depend on one another to accomplish goals. Depending on other people to get work done is fine when the process works smoothly. However, when there is a problem, it becomes very easy to blame the other party, and conflict escalates.

3. **Common Resources**: any time multiple parties must share resources, there is potential for conflict. This potential is enhanced when the shared resources become scarce. One resource often shared by managers is secretarial support. It is not uncommon for a secretary to support ten or more managers, each of whom believes his or her work is most important. This puts pressure on the secretaries and leads to potential conflict in prioritizing and scheduling work.

4. **Goal differences:** When work groups have different goals, these goals may be incompatible. Often these types of conflicts occur because individuals do not have knowledge of another department's objective.

5. **Authority relationships**: The nature of a traditional boss- employee relationship brings to mind a vision of a hierarchy or of a boss who is superior to the employee. For many employees, this relationship is not a comfortable one, because another individual has the right to tell them what to do. Some people resent authority more than others, and obviously others, this compounds the potential for conflict in the relationship. As organizations move toward team approach and empowerment, there should be less potential for conflict from authority relationships.

6**. Status inconsistencies:** some organizations have as strong status difference between management and non-management workers. Managers may enjoy privileges such as flexible schedules, personal telephone calls at work, and longer lunch hours that are not available to non-management employees. This may result in resentment and conflict.

7. **Jurisdictional ambiguities:** that is unclear lines of responsibility with in an organization. When a problem occurs for which there is no definite source of responsibility, workers tends to "Pass the buck" or avoid dealing with the problem. Conflicts emerge over responsibility for the problem.

8. **Work over load:** there are two types of work over load being asked to do too much and being asked to do work that is too difficult. Too much work can arise because of organizational constraint that prevent efficiency, insufficient number of staff members to share the load, or inequitable distribution of work, were some individuals have heavier workloads than others. Work that is too difficult can arise because the job is poorly designed, making it difficult for anyone to perform, or because the individual does not have the necessary skills.

9. Communication Gap: is a state occurs when what is being said is not been communicated to the addressee properly and completely. Actually communication gap is the biggest hurdle in achieving the organizational goal and does not help at all in achievement of organizational goal. Poor communication can lead communication gap after occurring communication. And it is one main factor that affects communication.

2.9.2. Personal factors

The causes of conflict that arise from individual differences include skills and abilities, personalities, perceptions, values and ethics, emotions and communication barriers.

1. **Skills and abilities**:- The work force is composed of individuals with varying levels of skills and ability . Diversity in skills and abilities may be positive for the organization, but it also holds potential for conflict, especially when jobs are interdependent. Experienced, competent workers can become resentful when their new boss, fresh from college, knows a lot about managing people but is unfamiliar with the technology with which they are working.

2. **Personalities**: Individuals do not leave their personalities at the door step when they enter the work place. Personality conflict is realities in organization. To expect that you will like all of your co-workers may be a naive expectation, as would be the expectation that they will all like you.

3. **Perceptions**: Differences in perception can also lead to conflict one area in which perceptions can differ is the perception of what motivates employees. If managers and workers do not have a shared perception of what motivates people, the reward system can create conflicts. Managers usually provide what they think employees want rather than what employees really want.

4. **Values and ethics**: Difference in valve and ethics can be sources of disagreement. Most people have their own sets of values and ethics. The extent to which they apply these ethics in the work place varies. Some people have strong desires for approval from others and will work to meet others' ethical standards. Some people are relatively unconcerned with approval from

others and strongly apply their own ethical standards. Still others operate seemingly without regard to ethics or values. When conflicts over values or ethics do arise, heated disagreement is common because of the personal nature of the differences.

5. **Emotions**: the moods of others can be as source of conflict in the work place problems at home often spill over in to the work arena, and the related moods can be hard for others to deal with.

6**. Communication barriers**: Communication barriers such as physical separation and language can create distortions in messages, and these can lees to conflict. Another communication barrier is value judgment, in which a listener as signs a worth to a message before it is received.

2.10. CONFLICT MANAGEMENT OR RESOLUTION TECHNIQUES

Conflict management skills are major predictor of managerial success. All conflict requires skills on the part of the manger. The manager task is to stimulate functional conflict and prevent or resolve dysfunctional conflict. (Derbal. Nelson and James Campbell quick; 1994:390).

2.10.1. Stimulation techniques:

At times a manager may wish to increase the level of conflict and competition in work situation. For example, a conflict between supervisor and his subordinates may improve unreasonable or dysfunctional behaviour. Encouraging competition by offering bonuses, incentive pay and citation of outstanding performance may lead to produce conflict as group struggle to outdo each other.

2.10.2. Resolution technique:

when conflicts have negative contribution the situation calls for resolution. The following strategies are applied to resolve these conflicts.

1. Collaboration: Is typing to find a mutually beneficial solution of both parties through, problem solving. It promotes mutual problem solving by both conflict parties. It is a situation where each conflicting party desires to satisfy fully the concern of all parties. Its important feature is information sharing so that both parties can identify common ground and potential solution that satisfies both of them.

2. Confrontation: In this strategy, the conflicting parties are forced to verbalize their positions and disagreements. The objective is to identify a reason to favour one solution or another and

thus resolve the conflict with skilled leadership and willingness to accept the associated stress by all sides, a rationale solution can frequently be found.

3. Arbitration: Is a conflict resolution strategy where a neutral third party acts as judge and issues a binding decision affecting parties in the negotiation process. However, the authority of the arbitrator may also vary according to the rules set by the negotiators.

4. Negotiation: Negotiation occurs when two or more parties- either individuals or groups- discuss specific proposal in find out a mutually acceptable agreement. It is common way of setting conflicts in business.

5. **Mediating conflict**: the mediator is a person who participates in resolving a conflict between the two principal parties by helping them reach a mutually acceptable agreement. It is a neutral third party that facilitates a negotiated solution by using reasoning and persuasion, suggesting alternatives, etc. The role of the mediator is different from that of an arbitrator, who decides the conflict issues itself and imposes his/her decision up on the principal parties.

2.11. Role of effective communication in resolving conflict.

Conflict can ignite from the smallest word or action and can speak destructive responses and behaviour. Unresolved or poorly navigated conflict can damage and even destroy relationships. Conflict does not have to be destruction. Also effective communication usually requires a two-way flow of information rather than simply delivering messages, work on creating a flow of message and feedback. (Cullinan; 1996:327)

2.12. Empirical review of the study

According to Kibe (2014) investigated the effect of communication on organizational productivity by resolving conflict. A descriptive research design was used in this study. 132 questionnaires were distributed to employees. The finding of this research showed the importance of communication in solving disputes. It concludes that for any organizational productivity to be effective, an open communication environment should be encouraged. Once member of the organization feel free to share feedback, idea and even criticism at every level it increase openness and create smooth relation among workers.

Bery, Otieno, Waigansjo&Njeru (2015), explored the role of employees' communication in conflict resolution in Kenya's horticulture sector. This study was carried out in flower farms in Kenya. The population of this study was all flower farms in Kenya which were the 14 flower

farms registered in the KFC directory (2013) and based in Naivasha. A total of 2460 respondents were targeted by the study out of which 1888 respondents giving response rate 76.7%.correlation and regression analysis were used to test on relationship between the variables of study. The study found that communication facilitate exchange of information and opinion with the organization in regarded with solving different disputes among workers, that communication helps in improving operational efficiency by creating smooth relation. The study recommended

CHAPTERTHREE

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

The researcher was used a descriptive design and quantitative method, because descriptive method gives accurate description about the situation. It helps to have complete understanding what is currently happening (Ghauri, 2005). It is a method used to capture the complex behaviour and it is easy and continent to apply in this study.

3.2. DISCREPTION OF THE STUDY AREA

Wolkite University (WKU) is one of the third generation higher institutions that have been founded in 2012. It is established for the purpose of providing and promoting higher education learning, research, and outreach programs in the country to ensure the realization of the national vision of reaching the level of middle income countries by 2020. The University is located in the Southern Nation Nationalities Regional State, in Guraghe zone, 158 km southwest of the capital city, Addis Ababa, on the way to Jima. In November 2009 the late prime minister, his Excellency Mr.MelesZenawi, laid the foundation stone of the University in a plain landscape which is quite ideal for academic pursuit.

It is situated at Gubreye sub - city, 14 km away from Wolkite town, of the Gubrye- Butajira road. The major link road to the University is a direct route to Wolkite- Jimma, Wolkite- Hossana and Wolkite- Butajira. During the establishment phase, the construction was administered by Wolkite town housing development project office.

After July 2012 administration of the construction was fully transferred to the University project office. Since then, construction of additional facilities and various academic buildings has been conducted in rapid succession. The University's command- post was stationed at Wolkite town until September 2013 but moved to the main campus then. The University commenced the learning- teaching activities on the promises of the Wolkite polytechnic college at Wolkite town. The first543 students joined the University in 2011/12 academic year.

3.3. SOURCE AND TYPE OF DATA

Both primary and secondary data was used for this study. Hence, necessary data was gathered from the primary sources such as non-managerial workers and top manager of Wolkite University and Broacher of the university as a source for secondary data.

3.4. SAMPLING SIZE AND SAMPLING TECHIQUE

In order to come across manageable size of population the researcher selected 91 sample employees at the total population of 1059 employees in Wolkite University administrative staff. Additionally, the researcher also includes one subject, who is the top manager from the top officials of the organization for interview purpose.

For the accessible primary data source, two types of sampling technique were employed. These are stratified sampling technique and purposeful sampling technique. And purposeful sampling technique was used to gather information format

The ted data would present in percentage and tabular form. Finally recommendations and conclusion has been drawn.

Sampling technique was used for the reason that the student researcher want to give equal chance for all departments of employees who had different responses. And the purpose full sampling technique was used to select the manager who can give more relevant and general information about Wolkite university overview and role of communication in conflict resolution process in Wolkite University and the researcher uses taro Yamane formula for selecting sample.

$$\textbf{Sample size, n} = \frac{N}{1+N(e)^2}$$

$$\textbf{1059/1+1059(10\%)}^2 \quad \textbf{= 1059/1+1059(0.1)}^2 \quad \textbf{= 1059/1+1059(0.01) = } \underline{\underline{\textbf{91}}}$$

Where N =total population

n= sample size

e= alpha level (sample error)

3.5 METHODS OF DATA COLLECTION

In this study, both primary and secondary data collection methods were used principally, self-administrated questionnaires. Because the time given to conduct this study is short, the researcher uses this technique to get more data within a short period. As an additional source of

primary data unstructured interview held with the top management of Wolkite University secondary data was collected through review of the company's documents.

3.6 DATA PROCESSING AND ANALYSIS

The data is being collecting, data processed on the activity, which involves editing, coding, and classifying data to make it suitable for further analysis. Descriptive analysis is employed to examine the findings of the study. Since, it refers to procedures for organizing, summarizing and describing quantitative data about the samples of the study.

3.7 DATA PRESENTATION AND INTERPRETATION

Data is processed and analysed well; it was presented by using tables, charts, and graphs with their figures and interpreted in a convenient manner accordingly.

3.8. ETHICAL CONSIDERATION

Ethics ensure that no one is harmed or suffer adverse consequence from research activities; it helps to protect the right of participants or subjects. it save respondents from discomfort, pain, embarrassment, and loss of privacy, puts participant at ease, lets them know to whom they are speaking, motivate them to answer questions truthfully and improve cooperation through honest disclosure of purpose, by considering these point the researcher tried to put ethical consideration as follow. Formal letter of request was shown to the organization manager to get the required data by making them understand the aim of the study as partial fulfilment of Bachelor of degree in management and to convince them as it was not intended for other purpose. Then oral consent was obtained from each respondent before any questionnaires was dispatched. Finally questionnaires sheet were collected by the researcher with attractive accent.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

This chapter deal with presentation and analysis of data gathered through distributed questionnaires on the role of effective communication in resolving conflict in university. Currently there are 1059 employees in the campus. For the purpose of study the researcher has taken 91 employees as respondents by using a stratified sampling technique. Questionnaires are distributed to 91 employees.

4.1 Personal background of the respondents

The personal background includes data about sex, age, educational status, and work experience of the respondents that was used to appropriately know the respondents characteristics and background information before going to the basic part of the study.

Table4.1.1.sex distribution of the respondents

Sex	Number	Percent
Male	52	57.14
Female	39	42.86
Total	91	100

Source:Quastionary(2020)

As indicated in the above table, among the total 91 respondents 52(57.14%) were males and theremaining 39(42.86.lessess than males in over all activities of the organization particularly in communication process.

Table 4.1.2.Age distribution of the respondents

Age	Number	Percent
Less than 30	30	33
31-45	51	56
Above 45	10	11
Total	91	100

Source: Questionnaire (2020)

According to the above table, out of the total respondents 30(33.%) of them were under 30 age category, 51(55.%) of them were lied between in the age of 32-45 years, and the remaining 10(11.%) of them were in the age of above 45 years old. As we can observed from on the above table the largest proportion of the respondents lied between in the age of 31-45 years. As a result most employees in the campus are in a position of adult age; the people who exist in the range of this age are sensitive to the conflicting conditions which should get attention by the organization.

Table 4.1.3. Information regarding educational status and work experience

No	Items	Respondents	
		No	percent
1	Educational status		
	Less than 12	10	11
	12 completed	15	16.5
	Diploma	21	23
	Degree	22	24
	Above degree	23	25.5
	Total	91	100
2	Work experience		
	Less than 1 years	8	8.8
	1-3 years	26	28.57
	4-5years	23	25.27
	Above 5 years	34	37.36
	Total	91	100

Source: Questionnaire (2020)

The above table item one shows that 10(11.%) of the total respondents are not completed grade 12, 15(16.5%) of the total respondents are 12 completed, 21(23%) of respondents are diploma holder, 22(24.%) of respondents are first degree holder and 23(25.5%)are who put in a position of above degree. Most respondents educational status is exist in first degree and below this; it can be hinder the ability of resolving conflict by using effective communication because of less qualification.From table 4.1.3. Item two replies 8(8.8%) of total respondents are work in the

factory for less than one year, 26(28.57%) of the total respondents are work for one to three years, 23(25.27%) of the total respondents are work for four to five years and the remaining large proportion 34(37.36%) of the respondents are work for above five years. Even if most employees have good work experience there are some new comers to the factory, therefore there may be some challenges to communicate the needed information to the needed body in line of the organization need.

4.2. Conflict conditions and reason for conflict

Table 4.2. Condition of conflict

No	Items	Respondents	
		No	Percent
1	Existence of conflict in the organization		
	Yes	60	65.94
	No	31	34.06
	Total	91	100
2	Reason for conflict		
	Work overload	13	21.66
	Communication gap to resolve conflict	24	40
	Lack of in information	15	25
	Other	8	13.34
	Total	60	100

Source: Questionnaires (2020)

As indicated in table 4.2 of item one 60(65.94%) of the respondents replied that they faced conflict with the employees their or/and other department. In addition the remaining 31(34.06%) of the respondents responded that they did not face any conflict. The above information indicates that there were conflicts between most employees of the organization.

As item two, table 4.2 shows 13(21.66%) of the respondents responded the reason why they were conflicting was due to work overload which come from leaders ,similarly15(25%) of the respondents replied that they faced conflict because of communication gap in resolving conflict and 8(13.34%) of respondents responded lack of information was the main reason for conflict. There were also another reason for conflict expressed by the respondents such as responsibility

of one or more persons for the same jobs, lack of awareness about his/her responsibility. This indicates that even there were a various source of conflict work overload and communication gap to resolve conflict were the major reason for conflict among employees of the factory. Additionally the question for decreasing work overload and dual responsibility given by management are cause for conflict as some respondents respond.

Table4.3. Condition of conflict avoidance and resolution techniques

No	Items	Respondents	
		No	percent
1	Employees attitude toward the avoidance of conflict situation		
	Yes	60	65.94
	No	31	34.06
	Total	69	100
2	Employees attitude on techniques used to resolve conflict		
	Discussion	36	60
	Punishments	10	16.6
	Court judgment	14	23.4
	Arbitration	-	-
	Total	60	100

Source: Questionnaire (2020)

According to the information observed on above table item one 60(65.94%) of the respondents believed that conflict occurring between or among employees in the organization were avoided and 31(34.06%) of the respondents were believed that the conflict could not be avoided. This implies that nearly all employees think on the avoidance of conflict within their organization. Therefore even if most employees think conflict can be avoided, there are some employees they assume conflict cannot be avoided. As a result there are some challenges to resolve conflict in the organization.

As indicated in the table 4.3 item two 36(60.%) of respondents responded conflict can be resolved by using discussion techniques, 10(16.6%) of respondents believed that conflict can be

resolved by punish the two conflicting parties and 14(23.4%) of respondents replied that conflict can be resolved by court judgment. As we can observe from the above table most employees replied their response conflict can be solved by discussion techniques. Therefore the factory should use mostly discussion technique to resolve conflict because most employees in factory were believed conflict can resolve mostly by discussion.

Table 4.4. Conditions of discussion about the conflict situations

No	Items	Respondents	
		No	percent
1	Existence of discussion concerning conflict		
	Yes	53	58.25
	No	38	41.75
	Total	91	100
2	Time interval of discussion within the organization concerning conflict		
	Once a month	13	24.5
	Once a year	5	9.5
	Twice a year	14	26.4
	Other	21	39.6
	Total	53	100
3	The reason for nonexistence of discussion on conflict resolution		
	Because it is almost use less	7	18.42
	Because management do not give attention	17	44.7
	Because there is no enough time	14	36.8
	Total	38	100

Source: Questionnaire (2020)

As indicated in the above table 4.4 item one from the total 91 respondents 53(58.25%) of the respondents responded that there was discussion concerning the conflict that occur in the organization and the remaining 38(41.75%) of the respondents responded that there were no any

discussion concerning about conflict in the organization. As a result we can conclude that even most employee responded there is a discussion, another employees are there is no discussion concerning conflict. Therefore there are some problems in the organization with regarding discussing about conflict. Based on the information in the previous table 4.4 item two 13(24.5%) of the respondents responded that there was discussion about conflict once in a month, 5(9.5%) of respondents responded that there was a discussion concerning conflict once in a year, 14(26.4%) of respondents replied that there was a discussion regarding conflict twice in a year and 21(39.6%) of respondents give their response discussion regarding conflict is based on situations. This shows that from the respondents who agreed on the existence of discussion, discussion interval in the organization is based on the needs of the discussion members.

Item three of table 4.4 indicates that 7(18.42%) of the respondents responded that there was no discussion concerning conflict because of its use in the organization is less, 17(44.7%) of respondents replied that there were no discussion in the organization because of the management give less attention and 14(36.8%) of respondents responded that there is no discussion concerning conflict in the organization because there is no enough time. Most respondents give their response management does not give enough attention or emphasis for discussion. Therefore there is a problem in management concerning resolving conflict by using discussion techniques.

Table 4.5. Level of management response for employees grievances

No	Items	Respondents	
		No	percent
1	Level of employee grievance or compliant answered by management		
	High	16	17.58
	Medium	33	36.26
	Low	42	46.15
	Total	91	100

Source: Questionnaire (2020)

As we can infer from table 4.5 16(17.58%) of respondents express level of answer for employees compliant as high, 33(36.26%) of respondents express the level as a medium and the remaining 42(46.15%) of respondents express that as they saw the answer of management for employees

grievance as low. As a result management do not give sufficient attention for grievance and compliant which comes from employees of the organization.

Table 4.6.Importance of communication in conflict resolution

No	Items	Respondents	
		No	percent
1	Importance of communication in resolving conflict		
	Yes	87	95.6
	No	4	4.4
	Total	91	100

Source: Questionnaire (2020)

As indicated in table 4.6 87(95.6%) of respondents are given their response as yes communication has a vital role in resolving conflict and the remaining 4(4.4%) of respondents are given their response as communication has no role in resolving conflict. Therefore even if most employees are know the important of communication in process of resolving conflict, some respondents were agreed in non-usefulness of communication in resolving conflict, so management should use different techniques to announce the usefulness of communication in the process of conflict resolution.

Table 4.7. Communication level

No	Items	Respondents	
		No	percent
1	Level of communication in the organization		
	Sufficient	32	35.16
	not Sufficient	59	64.84
	Total	91	100

Source: Questionnaires (2020)

From table 4.7; 32(35.16%) of respondents express communication level as sufficient, and 59(64.84%) of respondents express communication as not sufficient. One can understand from

these there is less communication exchange in the organization regarding in conflict resolution process.

Table 4.8. Factors affect communication sufficiency

No	Items	Respondents	
		No	percent
1	Reason for insufficiency of communication in resolving conflict		
	Lack of attention	14	23.72
	Lack of awareness regarding communication	27	45.76
	Different in attitude for communication	16	27.1
	Others	2	0.34
	Total	59	100

Source: Questionnaires (2020)

According to the above table among the reason for the insufficiency of communication in resolving conflict 14(23.72%) of respondents responded that the emphasis or attention for communication is less,27(45.76%) of respondents said that the gap is created because of lack of awareness regarding communication, 16(27.1%) of total respondents responded as communication is insufficient because of different attitude toward communication, and the left 2(0.34%) of respondents said other reason rather than the above listed reasons. Therefore one can understand from the above most of the reason that make communication is insufficient is because of less awareness's regarding communication. As a result the factory should design different methods to create awareness about the role of communication in resolving conflict.

Table.4.9. Levels of communication in conflict resolution

No	Items	Respondents	
		No	percent

1	Level of communication in resolving conflict		
	High	5	15.63
	medium	11	34.37
	Low	16	50
	Total	32	100

Source: Questionnaires (2020)

As indicated in the above 5(15.63%) of total respondents express communication level as high, 11(34.37%) of the total respondents express communication as medium and 16(.%) of the total respondents express communication level as low.

Generally even some respondents express communication level as high and medium, majority of respondents are express communication level as low in the factory. It should be improved as much as possible in effective manner.

Table 4.10.Relationship between workers

No	Items	Respondents	
		No	percent
1	Relationship between workers		
	Supervisor	20	21.98
	co worker	51	56.04
	Subordinate	20	21.98
	Total	91	100

Source: Questionnaires (2020)

As indicated from the above table among all respondents 20(21.98%) of respondents have close relationship between supervisors, 51(56.04%) of respondents have close relationship between coworkers and 20(21.98%) of respondents have close relationship between their subordinates. Out of total respondents the majority have relation to their coworkers. As relations exist between peoples, the existence of conflict is obvious. Therefore organization should give attention to

smooth out the relation between them specially the relationship which is created between coworkers.

Table 4.11.Value of communication

No	Items	Respondents	
		No	percent
1	Value of communication		
	Resolve conflict	15	16.48
	Discussion	39	42.85
	Give command	14	15.38
	Accomplishment of order	23	25.27
	Total	91	100

Sources: Questionnaires (2020)

From above 15(16.48%) of total respondents give more value of communication to resolve conflict, 39(42.85%) of respondents responded as communication has more value for discussing about different issue rather than about conflict, 14(15.38%) of respondents express communication value as to give different command and 23(25.27%) of total respondents responds that it has more value on accomplishments of orders from our leaders. most of the respondents see communication role on discussion about different organizational issue rather than resolve conflict. Therefore the role of communication in resolving conflict is low compared to other role.

Table 4.12.Constraints which hinder communication in conflict resolution

No	Items	Respondents	
		No	percent
1	Constraint which hinder communication role in Resolving conflict		
	Cultural difference	-	-
	Difference in attitude towards communication	82	90.12

	Language difference	-	-
	Others	9	9.88
	Total	91	100

Source: Questionnaires (2020)

According to information provided from above out of total respondents 83(90.12%) of the respondents put their reason on constraints which disabled communication to resolve conflict is that different attitude towards communication and the remaining 9(9.88%) of respondents responded other reason rather than different attitude toward communication. Thus there are very big problems in attitudes towards the importance of communication for the success of the factory. From the result of interview with top manager of Wolkite University, communication between the management and employees is relatively medium. The management communicates with employees at different issues such issues as to introduce and communicate on a new government policies, to set annual budget of the Wolkite University and its workers, to appoint employees some specific jobs, and communicate when some employees give their compliment for the management.

We can conclude from mass of employees and the manager of the Wolkite University that there was a problem on the response of management.

Chapter 5

CONCLUSION AND RECOMMENDATION

In this chapter, the researcher tried to give conclusion about the outcome of the study, and gives some recommendation, which could be important for the organization future communication role in resolving conflict.

5.1. Conclusion

Based on information analyzed from chapter four the following conclusions are drawn.

.The largest proportions of employees are male as a result the participation of females in communication process is less.

.Most employees of the organization are categorized in the stage of adult age and they are sensitive to conflict between each other's.

.The study shows that the organization worker was not as much skillful in their education.

.Even most employees of the organization are live in the organization for long period there are some newcomers those are challenged by communication process as they are new.

.The largest parts of employees face conflict with other employees of their organization with the major reason of communication gap to resolve conflict and work overload.

.There is some employees who believed on non-avoidance of conflict.

.The majority of employees believed discussion has major role in resolving conflict.

.Some employees agree on non-existence of discussion and they put a major reason for this was management give less attention. This shows that the management was not give attention for the consequence of conflict to the organization effectiveness.

. As most employees responded the level of grievances or complaints answered by management is low followed by medium. As a result the employees grievance answered by management is weaker in the organization.

.Majority of employees believed that communication plays role in resolving conflict.

As it is shown in the analysis most employees said level of communication is not sufficient because of lack of awareness regarding communication followed by different attitude towards communication. As a result communication in the organization is not much sufficient.

. As shown in the study, almost half of employees were highly interact with their coworkers in their day to day activity; therefore they may face conflict with their coworkers.

.Employees gives more value of communication for discussion followed by for accomplishments of order from supervisors.

.Difference in attitude towards communication was the major factor that affect communication role to not achieve its goal or resolving conflict, this shows that there were gap toward communication role to resolve conflict.

5.2 Recommendation

Communication brings higher productivity at minimum cost, enhance the moral or willingness to work, helps for proper leadership and guidance function in effect help an organization to increase productivity and to minimize cost in producing more and more output .

Based on the findings obtained and the conclusion drawn, in addressing the problems identified the researcher forward the following recommendations as a possible solution to be considered by the respected body.

.The majority of employees face conflict because of different factors that lead to a decline in communication process. So the manager is advised to manage it effectively.

To manage conflict effectively Management should:

.Understand the source of conflict whether it is structural or personal factors.

.Use conflict resolution technique such as:

.Compromise: if there is no clear winner and loser and if conflict takes much time.

.Collaboration: if the conflicting members are trained in problem solving and if they have common goal.

.Arbitration if the conflicting parties are volunteers to accept arbitrator decision.

.Punishment if there should be penalty for the purpose of eliminating or correcting undesirable behavior.

.Nearly all employees believed that conflict can be avoided through discussion and for this, communication plays a vital role. Therefore, management is advised to use the positive attitude

of employees to communicate effectively on conflict resolution process that is important for positive change of organization.

.The less attention from management is the major reason for nonexistence of discussion that may leads to conflict. Therefore, the management is advised to give enough attention to discussion and makes effective communication.

.The response of management for employees' grievance is not appropriate to solve conflict. As a result, management is advised to give enough attention for employees' criticism and accept employees' comments towards organization activities by implementing effective communication since employees feel less satisfied and lose a sense of belongingness to their organization.

.Role of communication in resolving conflict was less in the factory that may decline the productivity of the organization. For that reason management body is advised to use effective communication, which is the corner stone of strong and healthy relationship.

.Difference in attitude of employees towards communication was the major factors that affect communication not to achieve its goal (resolving conflict). Thus management is advised to encourage the employees' attitude on positive thinking of communication in conflict resolution by discussion.

.Effective communication process should be an integral part of management strategy because it goes a long way to enhancing the realization of the factory goals.

.The objective of communication should be clearly stated so that all employees will be informed.

. Adequate communication techniques are advisable since it create easy understanding and cooperation in the factory.

. Effective communication enhance ability of conflict resolution since employees performed better when there are informed or communicated to than those who are not informed.

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Appendix

Department of management

Questionnaire to be filled by the employees of Wolkitie University.

A research questionnaire prepared for educational purpose that the objective of the research is only to know to what extent communication is applied in university

I request you to help me in answering the following questions. Trust that the data you give me is strictly confidential.

N.B

No need of writing your name.

Please put √ mark for the answer in the given space.

1. Sex

Male..... Female.....

2. Age

18-25..... 26-30..... 31-41..... 42-50..... Above50.....

3. Qualification

Less than 12..... 12 Completed..... Diploma.....

First degree..... Above degree.....

4. Work experience

Less than 5 years..... 5-10 years..... 11-15 years..... 16-30 years.....

5. Did you face a conflict in workers of your department and/or other department?

Yes..... No.....

6. If your answer for question number 5 is yes, what where the reason for conflict?

Work overload.... communication gap to resolve conflict

Lack of information..... if any please specify.....

7. Do you think that the conflict between/ among employees of an organization is avoidable?

Yes..... No.....

8. If your answer for question number 7 is yes by what technique?

Discussion..... Punishment..... Compromise..... Arbitration..... Court judgment..... others...

9.Is there any discussion in your organization concerning conflict?

Yes..... No.....

10. If your answer for question number 9 is yes how many times?

Once a month..... Once a year..... Twice a year..... Others.....

11. If your answer for question number 9 is no what is/are the reason?

Because it is almost use less..... Because management do not give attention.....

Because there is no enough time.....

12. How do you see the level of employees grievance or compliant answered by management?

High..... Medium..... Low.....

13. Do you think that communication plays a key role in resolving conflict that occur between employees of organization? Yes..... No.....

14. How do you see the communication that takes place in your organization?

Sufficient..... Not sufficient.....

15. If your answer for question number 14 is not sufficient what is/are the reason?

Lack of attention..... Lack of awareness regarding communication use.....

Difference in attitude for communication.... Others.....

16.If your answer for number 14 is sufficient what is the level of communication role in resolving conflict?

High..... Medium..... Low.....

17. With whom do you have high relationship in your day to day activities in your organization?

Supervisors..... Coworkers..... Subordinates.....

18. Among the following communication roles, to which do you give more value?

Resolve conflict..... Discussion.....

Give command..... Accomplishment of ordered work.....

19. What constraint do you think put communication not to achieve the desired objectives/resolve conflict?

Cultural difference..... Difference in attitude toward communication.....

Language difference..... Others.....

20 .How do you see the top management answer for employees grievance? .....

THANK YOU FOR YOUR COPERATION!!!