ASSESSMENT OF CONFLICT MANAGEMENT PRACTICE:

(A CASE STUDY OF WOLKITE UNIVERSITY)



COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

A RESEARCH PAPER SUBMITED TO DEPARTMENT OF MANAGEMENT FOR THE PARTIAL FULFILMENT OF THE REQUIRMENT OF BACHELOR OF ART DEGREE (BA) IN MANAGEMENT

Submitted by: - BIZUAYEHU MEKONEN

Submitted to: - BERHANU TEREDA (ASSIST.PROFFESER)

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Declaration

I hereby declare that the study entitled "Assessment of Conflict Management Practice: A Case study of Wolkite University is the outcome of my own effort with under the supervision and guidance of Berhanu Tereda (Assist. Professor). This study has not been submitted for any Degree or Diploma in other university or institutions. All the necessary sources of materials used for the study have been duly acknowledged.

Name of the student	Signature	Date
Bizuayehu Mekonen		
_____	_____	_____

Letter of Certification

This is to certify that this senior essay work, "Assessment of Conflict Management Practice: A Case study of Wolkite University", undertaken by **Bizuayehu Mekonen** for the partial fulfillment for the requirement of Bachelor of Art Degree in Management at Wolkite University, is complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

Approved by

Name of Advisor	**Signature**	**Date**
Berhanu Tereda	_____	_____

Approval sheet

As an examining member of the final research defense program I certify that I have read and evaluated the research prepared by **Bizuayehu Mekonen** entitled: "Assessment of Conflict Management Practice: A Case study of Wolkite University", and recommended that it is accepted as fulfilling the research requirements for BA degree in Management.

Name of Examiner: _____

Signature: _____

Date: _____

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ABSTRACT

The main objective of this research is assessment on conflict management practice in Wolkite University. This research paper is important to create awareness on conflict management practice. In order to achieve the objective of the study, the researchers have collected both primary and secondary data. Primary data was collected through semi-structured interview and structured questionnaire while secondary data was obtained by referring secondary source such as book, manuals of the organization and other relevant materials. The researcher was used descriptive research design with both qualitative and quantitative method. Stratified sampling techniques were used to select the sampled academic and administrative staffs from each stratum. Finally it is possible to conclude that the working system between employees and manager is good. The study recommends that it is possible to advise that the effect of conflict is productive and the organizations working system is good.

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CHAPTER ONE

1. INTRODUCTION

1 .1 Background of the study

Conflict is a situation in which incompatible goals, emotions or behavior, attitude that lead to disagreement between two or more parties. State as disagreement between individual and group that arise in almost when there is human interaction originates of completion for influence in compatible goals antagonistic action, divergent ideas, inconsistent demand, unsatisfied needs, unfulfilled interest, unfair distribution of work and running for different aims. Conflict occurs in different aspects like psychological, political and social that all of them affect educational, cultural and economic status of a country (Goser, 2003).

There are so many cause of conflict especially when there are reward practices conflict is most likely to occur if the reward system is related to individual group performance rather than the overall organization performance, difference in goal can be accompanied by difference in perception, competition for resource, unclear boundary, unclear authority etc. in order to manages the conflict that occurs in an organization the administrative department may use several conflict resolution styles like dominance, avoiding, accommodating, compromising and problem solving (Boris off and Victor, 1998).

Conflict is as inevitable in project environment as change seems to be. When project team members interact during the course of completing their tasks and responsibilities, there is always a potential for conflict. In fact it is virtually impossible for people with diverse background skills and norms to work together; make decisions, and try to meet project goals and objectives without conflict. (Kinicki and Kreitner, 2008).

Project managers must identify, analyze, and evaluate both positive and negative values of conflict and their effect on performance. They must learn how and when to stimulate conflict and how to use it to increase the performance of project team members. Conflict need not have destructive consequences. Attitudes and conflict management styles play an important role in determining whether such conflict will lead to destructive or mutually beneficial outcome (Jones & George, 2014)

Thus, the Researcher is going to conduct this research assumes that conflict has an effect Wolkite University. Therefore, all the above initiates the researcher to explore problems related to conflict management practice in Wolkite University. This research paper will conduct assuming that conflict between individual and group tend to result affect Wolkite University goal achievement.

1.2. Statement of the problem

University plays an important role in attaining modern educational objective in East Africa. As an institution it has a group of individuals who have different interests and unique characteristics shaped by cultural, social and Political background under the same goal and objective of the institution (Lewis Coser, 2002).

Conflicts affect individual and institutional performance, Conflict may lead to work sabotage, employee morale problems, and decline in the market share of product/service and consequent loss of productivity. In a conflict situation, people may promote their self-interests or personal gains at the cost of others or the institution and intense conflicts over a prolonged period affect individuals behaviorally and psychologically. Conflict is inevitable and desirable in organizations, it stirs us to observation and memory, and it instigates invention. It is virtually impossible for people with diverse background skills and norms to work together; make decision and try to meet project goals and objectives without conflict. (Kinicki and Kreitner, 2008).

Regardless of the quality of a mangers leadership or his or her style of management and regardless of how well planned the organizational structure, conflicts will occasionally arise within an organization. In addition, leaders in the organization who cannot deal with subordinate use emotional deceive as a weapon on destruction & they may not give enough information for their subordinate in which case conflict may arise due to lack of communication. This situation affects the overall performance and productivity of the Wolkite University. Even though Wolkite University providing conflict management practice for its employees, there is no prior research is done regarding this topic. This provokes the student researcher to undertake this study on this topic to answer the following basic research questions.

1.3. Research Questions

This study was focused to answer the following questions.

1. What types of conflict that is practicing in Wolkite University?

2. What are the potential causes of conflict in Wolkite University?

3. What conflict management styles are used by Wolkite University?

4. What are the effects or impact of conflict on the performance of the university?

1.4. Objective of the study

1.4.1. General objective

The general objective of this study was to assess conflict management practice in case of Wolkite University.

1.4.2. Specific objectives

♦To determine the different types of conflict practicing in Wolkite University.

♦To examine the potential causes of conflict.

♦To determine the different types of conflict management styles which are used in Wolkite University.

♦To determine the effect or impacts of conflict on the performance of the university

1.5. Significance of the study

The study was tired to reveal the major factors that cause conflict in Wolkite University. The study is important for effectiveness and efficient in achieving its goal, the people in the organization need to have a shared vision of what there are straining to achieve. The study can create awareness on the parts of conflict management. The study can be helpful for reference for interested body in the future. The study can enable the employees of the organization to avoid conflict.

1.6. Scope of the study

This research paper is only focused on conflict management practices. The scope of the study was limited to conflict management practice in Wolkite University. the study was geographically limited on Wolkite university. Conceptually, the study was focused on the assessment of conflict

management practice. In the methodological the case area is using the Stratified sampling technique method because the respondents are many to address all employees under the study.This study also use descriptive research design, because those methods are reliable to this study.

1.7. Limitation of the study

Some respondents was not voluntary to respond properly for the questions they are asked, because of different reason (like; no freedom, busy or not have time to fill the questionnaire).Some respondents was carelessly fill the questionnaire. Unwillingness of some respondents to fill and return the questionnaire, Difficulty to get respondents that knows the existing situation and repetitive postponement.

1.8. Organization of the study

This research paper is divided in to five (5) major chapters. Chapter one deals with introduction, which includes background of the study, statement of the problem, objectives of the study, significant of the study, scope of the study, limitation of the study, .and organization of the paper. Chapter two deals with the related literature review, chapter three deals with methodology, which include, research design, target population, sample size and sampling, method of data collection, source of data, and method of data analysis and interpretation. Chapter four contains of data analysis and interpretation. Finally chapter five consists of the summary, conclusion and recommendation.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Introduction

This chapter presents a review of existing literature on conflict management. It describe conflict management defined by various scholars. It discusses the various forms and types of conflict.

2.2 .Definition of conflict

Several scholars provided a wide range of definitions for the term conflict. Conflict is a process in which one party perceives that its interests are being opposed or negatively affected by another party.

The easiest way to understand the term "conflict" is to divide theories of conflict into functional, situational and interactive. The followers of the functional approach think that a conflict serves a social function and those who view a conflict as situational, suggest that conflict is an expression under certain situations. The third theory views conflict as interactive. Functionalists usually ask the question why is there conflict? What purpose does it serve? While situation lists asks when do we have conflict? Under what circumstances does it occur?" Internationalists are "how is there conflict? What methods and mechanisms are used to express it?" Conflict served as a social purpose and reconciliation came even with the total destruction of one party. Conflict socializes members into a group and reduces the tension between group members. Three possible ways to end a conflict. Firstly, conflict may end with a victory of one party over another; secondly, the conflict can be resolved through compromise; and thirdly, through conciliation. However, not all conflicts may be ended as discussed (Borisoff and Victor, 1998).

In 2002, Lewis Coser, an American sociologist and author of the Functions of Social Conflict gave the following definition of conflict: "The clash of values and interests, the tension between what is and what some groups feel ought to be."

According to (Coser 2002), Conflict served the function of pushing society and will leading to new institutions, technology and economic systems. The most important contribution of Coser to conflict resolution will determination of the functional and dysfunctional roles of conflict. A

representative of the situation list school, (Bercovitch 1984), defines conflict as a "situation which generates incorruptible goals or values among different parties". For Bercovitch, conflict depends on the situation. Conflict arises because of different conditions, such as the influence of a person and external factors.

Concerning the interactive view, Folger (1993) defines conflict as "the interaction of interdependent people who perceive incompatible goals and interference from each other in achieving these goals "This approach introduces two important concepts: Interdependence and perception. Interdependence is connected to such situations where one party's future actions depend on another party's actions.

(Thomas 2005) defines conflict as a "disagreement in opinions between people or groups, due to differences in attitudes, beliefs, values or needs. In the business world, differences in such characteristics as work experience, personality, peer group, environment and situation, all lead to difference in personal attitudes, beliefs, values or needs". From the above definitions, it is obvious that there is no just one practical definition of conflict. Each person has an individual way of thinking and behaves differently from others in similar situations. It can be concluded that conflict can affect everyone to varying extent.

2.3.Forms/classification of conflict

Different scholars have tried to classify conflict into various forms. The first classifications are the interpersonal, intra group and inter group conflict.

Interpersonal conflict: it involves conflict between two or more individual and is probably the most common and most recognized conflict. This may involve conflict between two managers who are competing for limited capital and power resource. (Kabanoff, 1999 and Jinn et al, 1997).

Intrapersonal conflict /intra group conflict: an individual member may want to remain with the group for social needs but may disagree with the group and the methods (Kabanoff, 1991 and Jennet al, 1997).

Inter group/Inter departmental conflict: an organization is an inter looking network of group ,departments, sections or work teams the inter group conflict are not so much personal in

nature as they are due to factors in the organizational structure (Kabanoff, 1991 and Jenn et al, 1997).

Inter organizational conflict: here conflict occurs between organizations, which are dependent on each other in some way .the conflict can be between buyer organization and supplier organization on issues like quantity, quality and delivery time (Kabanoff, 1991 and Jennet al, 1997).

2.4.Types of conflict

it is quite evident that to say that conflict is all good or bad is inappropriate and naïve. Whether a conflict is good or bad depends on the type of conflict. Specifically it's necessary to differentiate between functional and dysfunctional conflicts (Floger, J.P. 1993).

2.4.1. Functional or Constructive Conflict

The inteactionists view does not propose that all conflicts are good. Rather some conflicts support the goals of the group and improve its performance. These are functional, constructive forms of conflict. Robbins (2001) defines functional conflict as the conflict that supports the goals of the group and improve its (group's) performance.

The argument is that if conflict leads to normal competition among groups and the groups work harder and produce more, it is advantageous to the group and the institution. It is viewed as a confrontation between two ideas, goals and parties that improves employees and organizational performance.

One of the main benefits of constructive conflict is that it gives its members a chance to identify the problems and see the opportunities. Also it can inspire to new ideas learning and growth among individuals (Kinicki and Kreitner, 2008).

2.4.2. Dysfunctional/Destructive Conflict

There are conflicts that hinder group performance. These are dysfunctional or destructive forms of conflict. Conflict is inevitable and desirable in organizations but when not effectively handled conflict can tear relationships apart and thus interfere with the exchange of ideas, information and resources in groups and between departments. Dysfunctional conflict hinders and prevents organizational goals from being achieved. Dysfunctional conflict usually hinders organizational

performance and leads to decreased productivity.This conflict orientation is characterized by competing individual interests overriding the overall interest of the business. (Kinicki and Kreitner, 2008).

2.5. Sources versus Causes of Conflict

It is important to differentiate between sources and causes of organizational conflict. While the former explains the place or nature with which or from which conflict emanates (it explains the reason why conflict is endemic and inevitable). The latter explains these conditions that may warrant conflict to spring up and become an issue of concern.(Amason, A.C. 1996).

2.6. Source of conflict

There are two sources of conflict which are discussed briefly as follows:-

Internal Sources: This is so called because they refer to factors which are inherent within the framework of an organization. Fajana (2000) states that the major prime factor of internal sources of conflict is the "Opposing interests" of industrial actors.

The External Sources: These are so called because they are outside the four walls of an organization. It may occur when the third party intervention to industrial dispute becomes one sided or biased. (Borisoff, D. & Victor, D.A. 1998).

2.7. Causes of Conflict

It can occur as a result of structural or personal factors.

Specialization: Employees tend to become specialists in a particular job or get a general knowledge of many tasks. If most employees in an organization are specialists it can lead to conflicts because they have little knowledge of each other's job responsibilities **(**Jehn K.A et al, 1999).

Common Resources: In many work situations we have to share resources. The scarce the resource in the organization the greater the chance for a conflict situation. Resource scarcity leads to a conflict because each person that needs the same resources

necessarily.Limited resources may include money, supplies, people or information. (Kinicki, A. &Kreithner, R. 2008).

Goal Differences: Very often the possibility of conflict increases substantially when departments in the organization have different or incompatible goals.(Robbins, S.P, etal, 2003)**.**

Roles and Expectations: A role is a behavior that is expected from an employee. Every employee has one or more roles in the organization. These roles include such elements as job title, description of duties, and agreement between the employee and the organization. Manager–subordinate conflict can result when the subordinators role is not clearly determined and each party has a different understanding of that role. (Coser, L.A. 2004).

Behavioral aspect: These conflicts arise out of human thoughts, feelings, emotions, attitudes, values, perceptions and some basic traits of personality. It may also be based on religions, race, and sex (some feel poorly about women workers) and religious conflict have always been there throughout the recorded history of managing. (Jehn, K.A., et al, 1999).

Structural aspect: These conflicts arise due to issue related to the structural design of the organization as well as the design of the sub unit. Some of the structurally related factors are size of the organization, line staff distinction, participation role ambiguity, design of work flow and scarcity of resource are the main factors that arise in any organization. (Barki, Hahartwick, J. 2004).

Communication aspects: Managers typically attributes a sizable percentage of the conflicts that arise in organization to poor communication. If we define true communication as creating a mental picture in the mind of a received in exactly the same detail as intended by the sender then true or perfect communication is certainly rare.(Friedrich Glasl 2002),

2.8. Conflict resolution styles

Conflict resolution styles consists five styles.

2.8.1. Competitive (Dominance)

The competitive style is high on assertiveness and low associated with direct physical aggression and heavy reliance on punishment to gain control over other one party gain is another part loss party's use

Weapons like fights argument, intimidation to achieve their goal such style generally creates forces which aggravate the struggle and adds little to discover innovative, constructive solutions acceptable to all People who tend towards a competitive style take a firm stand and know what they want. (Borisoff, D. & Victor, D.A. 1998).

This style can be useful when there is an emergency and a decision needs to be make fast. When the decision is unpopular or when defending against someone who is trying to exploit the situation selfishly. (Glasi 2002, and Goser 1956).

2.8.2. Avoiding (Withdrawal)

It is a method of avoiding conflicts. They may detach themselves from the conflict believing that conflict avoidance is more mature and responsible than childish argument. The persons stay out of conflicts ignores disagreement takes no position on issues involved and may even be to take about the situation. This style is typified by delegating controversial decisions, accepting default decisions, and not wanting to hurt anyone's feelings. It can be appropriate when victory is impossible, when the controversy is trivial or when someone else is in a better position to solve the problem. However in many situations this is a weak and ineffective approach to take (Glasi 2002, and Goser 1956).

2.8.3. Accommodating (Smoothing)

The accommodative style is law in assertiveness and high or cooperativeness parties will be generous and self-sacrificing.in conflict issues that are associated both the impression of intense and aggressive feeling the accommodative style may be very basically as a starting points. Smoothing is a more sensitive approach than the withdrawal approach. Smoothing can be used when a temporary solution is needed in the short run. This style indicates a willingness to meet the needs of others at the expense of the person's own needs (Jehn, K.A. et al, 1999). The accommodator often knows when to give in to others but can be persuaded to surrender a position even when it is not warranted. This person is not assertive but is highly cooperative. Accommodation is appropriate when the issues matter more to the other party, when peace is

more valuable than winning, or when you want to be in a position to collect on this "favor" you gave. However people may not return favors and overall this approach is unlikely to give the best outcomes (Glasi 2002, and Goser 1956).

2.8..4. Compromising style (loss-loss)

This is traditional method of resolving conflict. These are no distinct winner or loser because each party is expected to give up something of value of a concession. It is commonly used where the conflict involves different in goals, Attitude or value it is effective when the sought after goal (for example, resource sharing) can be divided. In this style the emphasis in on the process of compromise a bargaining. It is a uses on a simple sense of sacrifices. The amounts give up by each party in conflict. However will be indirect relation to its strength. People who prefer a compromising style try to find a solution that will at least partially satisfy everyone. Compromise is useful when the cost of conflict is higher than the cost of losing ground, when equal strength opponents are at a standstill and when there is a deadline looming (Glasi 2002, and Goser 1956).

2.8.5. Problem solving (Confrontation) Collaboration / win-win style

Problem solving is said to be the opposite of conflict because it demands a complete rethinking of the conflict situation prattles openly snare information attempt to listen and develop empathy. There is an attempt to depersonalize the issue bringing together all relevant information consider full range of alternatives and try to solve the problem rather than merely trying to accommodate different point of view through sharing and communication the problem is mutually defined questions of who is right or wrong, who wins or loses or avoided People tending towards a collaborative style try to meet the needs of all people involved. These people can be highly assertive but unlike the competitor, they cooperate effectively and acknowledge that everyone is important. This style is useful when you need to bring together a variety of viewpoints to get the best solution when there have been previous conflicts in the group or when the situation is too important for a simple trade-off (Glasi 2002, and Goser 1956).

2.9. Consequences of Conflict in Organizations

Organizational conflict has both functional and dysfunctional consequences. With reference to organizations, conflict is the disagreement between employees, departments, managers or groups

of people within the business entity. Disagreements may arise due to differences in points of view, ideology or unhealthy competition that may yield either positive or negative consequences (Darling J.R. & Foliasso, C.E. 1999). Regardless of the type or level of conflict, a number of major functional and dysfunctional consequences arise from conflicts are the following:

Change

Conflict accelerates change in an organization especially in small businesses where it is easy to formulate and implement new policies. Conflict prompts modification of policies and procedures in the organization. In cases of extreme conflict the organization may conduct a complete overhaul of its leadership bringing in managers with fresh ideas.(Darling J.R. &Foliasso, C.E. 1999).

Goal Congruence

A review of the goals and objectives of the business to meet the needs of conflicting parties may result into achievement of goal congruence and coherence in operations. Employees, departments and groups are interdependent within the organization .Competition for scarce resources are a major source of conflict due to different interests. Conflict forces the organizations leadership to realign its objectives towards common goals in order to foster teamwork amongst competing parties (Murnigham, J.K. & Conlon, D.E. 1991).

Innovation

Conflict that results into healthy competition cultivates innovation and inventiveness amongst employees. In times of conflict there is a high sense of necessity that results into the emergence of divergent viewpoints amongst employees (Darling J.R. &Foliasso, C.E. 1999).

. **Sub-Optimization**

In instances where conflicting parties engage in extreme disagreement sub-optimization may result. When conflicting parties push the pursuit of their own interest excessively the organizations goals end up compromised Instead of working together to achieve the organization's goals conflicting parties engages in needless feuds that result in superiority contests (Murnigham, J.K. & Conlon, D.E. 1991).

2.10. Empirical Review

With in the last few years a number of studies have provided the discipline into the assessment of conflict management practice the institutions. An insight of related studies is as follows:-

According to Dr.DigvijaydinhThakore(mar-Apr.2013.WWW.isor Journal.org).organization is social units divided in to hierarchies and departments and individuals,comparisons,competition and conflict between units and subunits always present in organization.conflict may be functional or dysfunctional consequence,it is essential for management ti explore various methods and techniques of conflict management.wide range of conflict management intervention can be utilized to deal with conflict at various organizational levels.organization should develope diverse but apropriate strategies to resolve and manage conflict as they arise before escalating to unmanageable level.

Laurentis and Mattei (2009) conducted research on indigenous conflict management capability and found that the development of modern reliable systems of conflict management can enhance even more those management capabilities.

The empirical studies reviewed in the preceding section focused on the different higher institutions issues that affect the performance of institutions. In addition, most prior studies regarding conflict management practice tried to examine the possible methods to manage conflict. However to the knowledge of the researcher, it is possible to conclude that although there is a number of studies on conflict management practice and related issue

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1. Research Design

The study was tend to address descriptive research design In order to conduct the study on the area of conflict management practice because the researcher describe assessment of conflict management practice with both qualitative and quantitative method.

3.2. Target Population

The target population of this study was employee in Wolkite University. The University has 1849 employees out of this 791 employees are academic staffs and 1058 employees are administrative staffs.

3.3. Sample Size

The total numbers of administrative and academic staffs are 1849.From those academic and administrative staffs was sample 94.the researcher calculate the sample as Taro Yamane (1967) provided a simplified formula to calculate sample sizes. This formula was used to calculate the sample sizes with 90% confidence level and 10% of error and the sample sizes of the researchers are 94 with 10% none response rate.

N=1849 e=0.1

Sample size = target population/1+ target population $(e)^2$

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

n=1849/1+1849(0.1)2

n=1849/1+1849(0.01)

n=1849/1+18.49

n=1849/19.49=94

n=94

Where:- n is the sample size

N is the population size

e is the level of precision (depends on level of significance).

% academic staff=791/1849=43%

% administrative staff =1058/1849=57%

This tell us that at our sample 94

43% of 94 are 40

57% of 94 are 54

Total sample=40+54=94

Finally, the researcher decide to take a sample of 94 respondents due to shortage of time and due to homogeneity of respondents. For this study, the population was covered only at Wolkite University academic and administrative staff members. Under this study out of the total population of 1849 the researcher have taken sample size of 94 employees select from the total population of the University.

3.4. Sampling techniques

The sample size of the study includes employees (permanent) and managers. Stratified sampling techniques because Stratified random sampling involves dividing the population into homogeneous subgroups and then taking a simple random sample in each subgroup.it is used to sampled academic and administrative staffs from each stratumecause the respondents are many to address all employees under the study.

3.5. Sources and Methods of Data Collection

The data was collected from both primary and secondary source. The primary data was collected by questionnaires distributing for each individual in the targeted population. The questionnaires was both open end and close end type, because the study has been used the questionnaires as it is

important to increase the accuracy of obtaining information from employees. The secondary source of data was gather and record by the organization and other experts prior to the current need of the researcher. Therefore, the studies was utilized by the organizations, employees and written documents.

3.6. Methods of data analysis

In this study both qualitative and quantitative data analysis was utilized because the data gather through questionnaires and interview are mostly qualitative and Quantitative data analysis gather from manuals and annual report of the organization are used in order to discover inherent facts to explore new facts and is simple and easy to understand by the users.

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

4.1. Introduction

The study tries to reveal the conflict management practice of Wolkite University. To come up with required results the researchers used the questionnaire and interview as a data collection tool and distributed two sets of questionnaire for the administrative and academic staffs. From 94 questionnaires distributed 84 were fully completed and returned. From administrative staffs 40 questionnaires were distributed and 34(80%) were fully completed and returned the rest of (20%) were failed to return because of different reasons and from academic staff 54 questionnaires were distributed and 50(93%) were fully completed and returned the rest of (7%) were failed to return. In this part of the study the data collected through questionnaire is presented, analyzed and interpreted. The data obtained have been tabulated, analyzed and interpreted and the data interpreted here were obtained through questionnaires and interview and respondents were academic and administrative staffs of Wolkite University currently working. So the researcher based the analysis and interpretation of data on the number of questionnaires correctly filled and returned.

Table 4.1 General Characteristics of the Respondents

S.N	Item	Respondents			
		Administrative staffs		Academic staffs	
1	Sex	No	%	No	%
	Male	22	64.7%	32	64%
	Female	12	35.3%	18	36%
	Total	34	100%	50	100%
2	Age				
	18-30	17	50%	25	50%
	31-40	11	32.4%	20	40%
	41-50	6	17.6%	5	10%
	51-60	0		0	
	Total	34	100%	50	100%
3	Educational level				
	12^{th} grade complete	9	26.5%	0	0%
	Diploma	3	8.8%	0	0%
	BA degree	18	52.9%	12	24%
	MA/MSC degree	4	11.8%	38	76%
	PhD	0		0	
	Total	34	100%	50	100%
4	Work Experience				
	1-5 years	17	50%	32	64%
	6-10 years	11	32.4%	11	22%
	11-20	6	17.6	7	14
	Above 20 years	0	0%	0	0%
	Total	34	100%	50	100%

Source; compiled from questionnaires 2020

Table 4.1 above discloses regarding sex, shows that from the total population, 22(64.7%) of administrative staff and 32(64%) of academic staff are male and the remaining 12(35.5%) and 18(36%) are administrative and academic staffs respondents are females respectively. The above table shows that out of the total 50(100%) academic staff respondents 32(64%) of the respondents are male and the remaining 18(36%) of the respondents are females. This shows that the number of females is less than males which means male employees exceed females.

Item 2 of the above table 4.1 also indicates that 17(50%) of administrative staff and 25(50%) of academic staff respondents are between the age 18-30, 11(32.4%) of administrative staff and 20(40%) of academic staff respondents are between the age 31-40,6(17.6%) of administrative staff and 5(10%) of academic staff are between age 41-50. from this table one can understand that the majority of administrative staff respondents belong to the age 18-30 and the majority of academic staffs also belong to age 18-30. This implies that they are productive age.

Table 4.1 also indicates that 9(26.5%) of administrative staff respondents have completed 12^{th} grade, 3(8.8%) of administrative staff respondents are diploma holders, 18(52.9%) of administrative staff and 12(34%) of acadamic staff respondents are BA degree holders, 4(11.8%) of administrative staff and 38(76%) of academic staff respondents are MA/MSC degree holders. This indicates that the educational background of the respondents is good. Concerning experience the above table revels that 17(50%) of administrative staff and 32(64%) of academic staff respondents have an experience of 1-5 years, 11(32.4%) of administrative staff ,11(22%) of academic staff respondents have an experience of 6-10 years and 6(17.6%) of administrative staff and 7(14%) of academic staff respondents have an experience of 11-20 years The above table 4.1 shows that out of the total 34(100%) administrative staff respondents 22(64.7%) of respondents are male and the remaining 12(35.3%) of the respondents are female. This shows that the number of male is more than females in which means that male employees exceed females.

Table 4.2 occurrence of conflict

S. No	Item	Respondent			
		Administrative staff		Academic staff	
	How often conflict occur in your organization?	No	%	No	%
1	Sometimes	28	82.4%	47	94%
2	Always	0	0%	0	0%
3	usually	6	17.6%	3	6%
	Total	34	100%	50	100%

Source: compiled from questionnaires, 2020

Table 4.2 shows that 28(82.4%) and 47(94%) of administrative and academic staff respondents answered that the conflict occurs sometimes and 6(17.6%) of administrative and 3(6%) of academic staff respondents answered that these conflict occurs often. From the table 4.2 above it is possible to infer that the majority of respondents indicated that conflict occurs sometimes and certain amount of respondents answered that conflict occurs usually in the organization.

Table 4.3.types of conflict

No	Item	Respondents			
		Administrative staff		Academic staff	
	What kinds of conflict arise in this organization?	No	%	No	%
1	Destructive/dysfunctional conflict	10	29.4%	9	18%

2	Constructive/ functional conflict	15	44.1%	21	42%
3	Both	9	26.5%	20	40%
	Total	34	100%	50	100%

Source: compiled from questionnaires 2020

Table 4.3 shows that 10(29.4%) of administrative staff and 9(18%) of academic staff respondents answered the conflict that occurs is destructive/ dysfunctional conflict, and 15(44.1%) of administrative staffs and 21(42%) of academic staff respondents said the conflict that occurs is constructive/functional conflict, while 9(26.5%) of administrative staff and 20(40%) of academic staff answered Both destructive and constructive conflicts occur in the organization. From table 4.3 above the majority of respondents in both administrative and academic staff agreed that the type of conflict that arise or occur in the organization is constructive conflict. According to our literature review constructive conflict leads to change, innovation and increased organizational performance. Constructive conflict is the type of conflict that supports the goals of the group and improves their performance. The argument is that if conflict leads to normal competition among groups and the groups work harder and produce more, it is advantageous to the group and the institution. It is viewed as a confrontation between two ideas, goals and parties that improves employees and organizational performance. One of the main benefits of constructive conflict is that it gives its members a chance to identify the problems and see the opportunities. Data that obtained from interview from only administrative staff shows that the conflict experienced in the institution is both functional and dysfunctional conflict. Because dysfunctional conflicts inevitable but when not effectively handled it hinders or prevents the institution from achieving its objective. While constructive conflict is productive and achieves organizational goals and objectives.

Table 4.4 source of conflict

	Item	Respondents	
		Administrative staff	Academic staff

No	What is the sources of conflict in the organization?	No	%	No	%
1	Internal source	20	58.8%	31	62%
2	External source	3	8.8%	2	4%
3	Both	11	32.4%	17	34%
	Total	34	100%	50	100%

Source: compiled from questionnaire, 2020

Table 4.4 indicates that 20(58.8%) of administrative staffs and 31(62%) of academic staff respondents answered that the source of conflict in the organization is internal source, and 3(8.8%) of administrative staff and 2(4%) of academic staffs said that the source of conflict is external source, while 11(32.4%) of administrative staff and 17(34%) of academic staffs respondents said that the source of conflict is both internal and external.

From table 4.4 we can see that the majority of respondents in both administrative and academic staffs indicate that the source of conflict in the organization is internal source. The internal sources of conflicts are poor management skills; power relationship and scarcity of resources, poor service provision, and abuse of power and the external sources of conflicts are unnecessary government interferences. As stated in our literature the major prime factor of internal sources of conflict is the Opposing interests and also there is usually “power relationship” between the superior and subordinators which produce conflict in the organization. Data obtained by interviewing the administrative staff also shows that the sources of conflicts are internal source. Internal source refer to factors which are inherent within the frame of the institution the major factor of internal source of conflict is the opposing interests, power relationship between the individuals in the institution, job structure, and poor implementation skill. as there are many employers having different behavior, culture ,and attitude working together for the same objectives and goals in that institution the major sources of conflict is internal.

Table 4.5 forms of conflict

S. No	Item	Respondents			
		Administrative staff		Academic staff	
	What are the common forms of conflict experienced in the organization?	No	%	No	%
2	Between groups	10	29.4%	18	36%
3	Between individuals	15	44.1%	20	40%
4	Between superiors and subordinates	9	26.5%	12	24%
	Total	34	100%	50	100%

Source: compiled from questionnaires 2020

From table 4.5 indicated that 15(44.1%) of administrative and 20(40%) of academic respondents answered that the common form of conflict existing in the organization is conflict between individuals,10(29.4%) and 18(36%) of administrative and academic staff respondents respectively said that the common form of conflict existing is between groups and the rest 9(26.5%)and 12(24%)of administrative and academic staff respondents respectively said that the common form of conflict existing is between superiors and subordinates. as there are many people's having common resources work together conflict arise between them because of scarcity of resources and also power relationship between superior and subordinates.

Table 4.6 conflict between individuals

	What kind of conflict arises between individuals?	Respondents			
		Administrative staff		Academic staff	
No	Item	No	%	No	%
1	Conflict related with role	7	20.6%	9	18%
2	Conflict related with mismatch of job	6	17.6%	7	14%

3	conflict related with mismatch of behavior	13	38.2%	20	40%
4	Conflict related with goal difference	4	11.8%	6	12%
5	Conflict related with authority relationship	4	11.8%	8	16%
	Total	34	100%	50	100%

Source: compiled from questionnaires, 2020

The above table 4.6 shows that majority of 13(38.2%) and 20(40%) of administrative and academic staffs answered that mismatch of behavior is the kind of conflict that occur between individuals,7(20.6%) of administrative staff and 9(18%) of academic staff respondents indicate that conflict related with role occurs between individuals, 6(17.6%) of administrative and 7(14%) of academic staff respondents agreed that the conflict that occurs is related with mismatch of job, 4(11.8%) of administrative and 6(12%) of academic staff respondents said that the conflict that occurs is related to with goal difference , and the rest 4(11.8%) and 8(16%) of administrative and academic staff respondents respectively responded that the conflict that occurs in the organization is related with authority relationship .

This indicates that most of conflict occurring in the organization between individual is related with mismatch of behavior. From table 4.6 it is possible to infer that the organization work environment is poor regarding managing conflict related with mismatch of behavior.

Table 4.7 personal factors of conflict

	Item	Respondents			
		Administrative staff		Academic staff	
No	What personal factors are causes for conflict in your organization?	No	%	No	%
1	The individual behavior	16	47.1%	22	44%

2	Lack of knowledge	10	29.4%	11	22%
3	Emotions	8	23.5%	17	34%
	Total	34	100%	50	100%

Source: from questionnaires, 2020

Table 4.7 indicated that 16(47.1%) of administrative staff and 22(44%) of academic staff respondents selected the individual behavior as a major cause of conflict,10(29.4%) and 11(22%) of administrative and academic staff respectively said that lack of knowledge is the cause of conflict,8(23.5%) of administrative and 17(34%) of academic staff answered that emotions lead to conflict in the organization. This indicates that the individual behavior occurs in the organization by following factors such as mismatch of behavior, mismatch of jobs in the organization to mean that organization must take a look at conflict occurred by such factors of individual behavior.

Table 4.8 Training on conflict management

No	Item	Respondents			
		Administrative staff		Academic staff	
	Have you taken any formal training on conflict management so far?	No	%	No	%
1	Yes	10	29.4%	16	32%
2	No	24	70.6%	34	68%
	Total	34	100%	50	100%

Source: compiled from questionnaire, 2020

From the table 4.8 we can infer that the majority of administrative staff has not taken training how to manage conflict. 24(70.6%) of the respondents said No and 10(29.4%) of the respondents

said Yes. The table4.8 show that the majority of the academic staff have not taken any training on conflict management. 34(68%) of the respondents said no while the rest 16(32%) said yes.

Table 4.9 Responsible staff for handling conflict

No	Item	Respondents			
		Administrative staff		Academic staff	
No	Who is responsible for solving conflict in the organization?	No	%	No	%
1	Administration section	6	17.6%	8	16%
2	Organized committees	13	38.3%	26	52%
3	Other	5	14.7%	4	8%
4	All stake holders	10	29.4%	12	24%
	Total	34	100%	50	100%

Source: compiled from questionnaire, 2020

table 4.9.indicates that Majority of respondents 13(38.3%) of administrative and 26(52%) of academic staff respondents answered that organized committees are responsible for handling conflict,6(17.6%) and 8(16%) of administrative and academic staff respectively said that the administration selection is responsible for handling conflict, and 10(29.4%)and 12(24%)of administrative and academic staff respectively said that all stake holders are responsible for handling conflict and the rest of 5(14.7%) and 4(8%) of administrative and academic staff respectively answered that other. This indicates that organized committee is responsible for

handling conflict in the organization. This means both administrative and academic staff have their own organized committee to solve the problem occurred in their staff members. Data that is obtained through interview from the administrative staff also shows that the organizations responsible body is there to resolve the conflict. Here the responsible body is the organized committee if the conflict is related with the discipline of the organization.

Table 4.10 conflict resolution styles

	What kind of conflict resolution styles does the organization use in order to resolve conflict?	Respondents			
		Administrative staff		Academic staff	
No	Item	No	%	No	%
1	Avoidance	5	14.7%	11	22%
2	Accommodating	7	20.6%	14	28%
3	Compromising	3	8.8%	10	20%
4	Problem solving	19	55.9%	15	30%
5	Other	0	0%	0	0%
	Total	34	100%	50	100%

Source: from questionnaires, 2020

The table 4.10 indicates that the majority of respondents in the administrative staff 19(55.9%) answered that the conflict resolution style that the organization uses is problem solving, while the rest 3(8.8%), 5(14.7%), and 7(20.6%) said that the conflict resolution the organization is using is compromising, avoidance and, accommodating respectively. Table4.10 also indicate that the majority of academic respondents 15(30%) said the conflict resolution style is problem

solving, 10(20%) of them answered compromising, 11(22%) of them said avoidance and the remaining 14(28%) respondent said the conflict resolution style that the organization is using is accommodating.

From this it is possible to understand that the conflict resolution style in the organization is problem solving. Data that has been obtained through interview from administrative staff shows that the type of conflict resolution styles the organization uses depends on the nature of conflict. When the conflict occurs immediately compromising style is used to solve the problem occurred. Compromising is traditional method of resolving conflict. In this method there is no distinct winner or loser because each party is expected to give up something of value of a concession. It is commonly used where the conflict involves different in goals, Attitude or value it is effective when the sought after goal (for example, resource sharing) can be divided.

Table 4.11 Avoidance of conflict

No	Can a conflict be totally avoided from the organization?	Respondents			
		Administrative staff		Academic staff	
No	Item	No	%	No	%
1	Yes	10	29.4%	5	10%
2	No	24	70.6%	45	90%
	Total	34	100%	50	100%

Source: compiled from questionnaires, 2020

The above table 4.11 shows that 24(70.6%) of administrative and 45(90%) of academic staff respondents said that No, while the rest 10(29.4%) and 5(10%) of administrative and academic staff respondents said Yes. This shows that conflict is not totally avoided from the organization. This indicates that Conflict is inevitable and desirable in organizations. It is virtually impossible

for people with diverse background skills and norms to work together; make decision and try to meet their goals and objectives without conflict.

Table 4.12 Effects of conflict

	What is the effect of conflicts in the organization?	Respondents			
No	Item	Administrative staff		Academic staff	
		No	%	No	%
1	Change	15	44.1%	20	40%
2	Goal congruence	7	20.6%	8	16%
3	Innovation	3	8.8%	5	10%
4	Waste of time and resources	9	26.5%	17	34%
	Total	34	100%	50	100%

Source: compiled from questionnaires, 2020

The above table 4.12 shows that 15(44.1%) of administrative and 20(40%) of academic staff respondents answered that the effect of conflict is change, while 7(20.6%) and 8(16%) of administrative and academic staff respondents answered that the effect of conflict is Goal congruence ,while 3(8.8%)and 5(10%)of administrative and acadamic staff responds answered that the effect of conflict is innovation ,while the rest 9(26.5%)and 17(34%)of administrative and academic staff answered that the effect is wast of time and resource . From this table it is possible to understand that the effect of conflict is change. Data that have been obtained through interview from administrative staff shows that there is a guideline to handle the conflict. That means there is the rule and regulation of the university. The one who break this rule and regulation of the university is guided by the rule. The guide line is depends on the cases of the individual who break the rule of the organization. Data obtained through interview from

administrative staff also shows that managing conflict is not difficult because as there is rules and regulation of the organization, no one can above the rule and regulation.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary

The central theme of this study was to assess objective related literature where reviewed and questionnaires were distributed to all administrative and academic staffs working in the organization. Based on the collected data, the study has come up with the following findings.

The study shows that the majority of employees in university answered that the conflict occurs sometimes in the organization.

The type of conflict that occurs in the organization is functional conflict and that the conflict occurring is arising from internal source. The collected data shows that 10(29.4%) of administrative staff and 9(18%) of academic staff respondents said the conflict that occurs is destructive/dysfunctional conflict.

The common form of conflict occurring in the organization is between individuals mainly because of mismatch of behavior and as the data collected shows that individual behavior plays a great role in being source of conflict.

The study shows that problem solving the conflict resolution style that Wolkite University predominantly used. Based on the data collected both administrative and academic staff 13(38.2%) and 26(52%) respectively said that organized commtitees are responsible for handling A conflict management in the organization is under-taken by a responsible body. The effect of conflict in the organization is change.

The study shows that the majority of employees in Wolkite University have not taken any training on how to manage conflict. Based on the data collected in administrative staff 24(70.6%) and in academic staff 34(68%) has not taken training. The data collected through interview from the administrative staff shows that there is guide lines to handle the conflict.

5.2 Conclusion

Regarding to the summary the conflict occurs in the organization sometimes. Therefore, it is possible to conclude that the working system between employees and manager is good.

According to the summary training are not prepared on broadened understanding of employees and management, on concepts of conflict and its management. Therefore, it is possible to conclude that they are not familiar with the modern view of conflict management issues.

There is a functional type of conflict in the organization from this it is possible to conclude that the functional conflict occurring in the organization can lead organization to achieve their goals and objective and also lead to organizational performance and increased productivity.

As mentioned in the summary the common form of conflict experiencing in the organization between individuals is mainly because of mismatch of behavior. From this everyone can conclude that the individual behavior plays great role for sources of conflict.

As discussed on the summary both administrative and academic staff said that organized committees are responsible for handling conflict management in the organization.

According to the finding the effect of conflict practiced in the organization is change in administrative and academic staff, so, it is possible to conclude that as the type of conflict experienced in the organization is constructive, its result is change.

5.3. Recommendation

Based on the finding of the study and the conclusion drawn the researchers has forwarded the following recommendation**.**

The data collected shows that the majority of the respondents said they had not taken training on conflict management. So, Wolkite University needs to prepare an open discussion or training (seminars, workshops ...etc.) and give up-to-dated information to employees on how to manage conflict Based on finding the conflict experienced in the institution is function conflict. Functional conflict leads to achieve organizational goals and objectives and increased productivity. So it is advisable to continue like that.

As discussed before the researchers strongly believes that assigning the responsible body who has the experience and capacity to practice conflict management in all direction is the key to solve the widely prevailing conflict in Wolkite University. Here it should be noted that there is no best conflict resolution style, it all depends on situations, types of conflict, nature of organization and parties involved in it.

As discussed above the common form of conflict experienced between the employees is mainly concerning the individual behavior. So, it is possible to recommend the organization that to do on the individual behavior, because individual behavior plays the major role for the performance of one organization.

As the data collected shows that the majority of respondents answered that the effect of conflict in the organization is change. From that it is possible to advise that the effect of conflict is productive and the organizations working system is good.

As the data collected through interview from the administrative staff shows there is guide line to handle the conflict. From that it is possible to advise that the guide line is important for the achievement of the organizations goal and objectives as the conflict is managed by that guide line. If the conflict is managed by the responsible body there is the change and increased the organization productivity.

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In 2002, Lewis Coser, an American sociologist and author “The clash of values and interests, the tension between what is and what some groups feel ought to be.”

(Thomas 2005) defines conflict as a “disagreement in opinions between people or groups, due to differences in attitudes, beliefs, values.

APPENDIX I

WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Dear respondent:-This questionnaire is designed to gather relevant data for the study entitled to assess conflict management practice in case of Wolkite University. The purpose of this research is for partial fulfillment of BA degree in management. You're correct and genuine responses are very useful for the study and have a great value to the success of the research and I assure you that your response is confidential and nothing to do with your personal life. Therefore, you are kindly requested to respond honestly and freely.

Instruction:-

- ✓ No need of writing your name
- ✓ Please put a (×) mark in the box for close ended questions
- ✓ write briefly responses on blank space for open ended questions

Part I Personal data

1.Age 18-30 years ☐ 31-40 years ☐ 41-50 years ☐ 51-60 years ☐

2.Sex

Female ☐ Male ☐

3..Educational level

Diploma ☐ BA degree ☐ MA/MSC degree ☐ 12th grade complete ☐

Other ----------

4.Service year/work experiance

1-5 years ☐ 6-10 years ☐ 11-15 years ☐

16-20 years ☐ above 20 years ☐

Part II

Question directly related to the study

1.How often conflict occurs in your organization?

A.sometimes ☐

B.always ☐

C.Rarely/usualy ☐

2.What type of conflict arose in this organization?

A Destructive/ dysfunctional conflict ☐

B.Constructive/functional conflict ☐

C..Both ☐

3.What is the source of the conflict in your organization?

A..Internal source ☐

B.External source ☐

C.Both ☐

4.If your response is internal under question number 3 What are internal sources of conflict----------?

5. If your response is external under question number 3 What are external sources of conflict----------?

6.What are the common forms of conflict experienced in the organization?

A.Between groups ☐

B. Between individuals ☐

C. Between superiors and subordinators ☐

D .Others----------

7.If your answer to question number "6" is "between groups" what kind of conflict arise between groups?

A.Conflict related with role ☐

B..Conflict related with mismatch job ☐

C..Conflict related with mismatch behavior ☐

D.Conflict related with goal difference ☐

E..Conflict related with authority relationship ☐

8.If your answer to question number "6" is "between individuals" what kind of conflict arise between employees?

A.Conflict related with role ☐

B.Conflict related with mismatch of job ☐

C.Conflict related with mismatch of behavior ☐

D.Conflict related with goal difference ☐

E.Conflict related with authority relationship ☐

9**. If your answer to question number " 6"is " between superiors and subordinators"** what kind of conflict arise between employees?

A.Conflict related with role ☐

B. Conflict related with mismatch of job ☐

C.Conflict related with mismatch of behavior ☐

D.Conflict related with goal difference ☐

E.Conflict related with authority relationship ☐

10.What personal factors are causes for conflict in your organization?

A.The individual behavior ☐

B.Lack of knowledge ☐

C.Emotions ☐

D.Others----------

11.Have you taken any formal training on conflict management so far?

A..Yes ☐ B. No ☐

12.Who is responsible for solving conflict in the organization?

A.Administration section ☐ C. others ☐

B. Organized committees ☐ D.All stake holders ☐

13. What kind of conflict resolution styles does the organization use in order to resolve conflict?

A , Avoidance ☐

B..Competition ☐

C. Accommodating ☐

D..Compromising ☐

E.Problem solving ☐

F. Other----------

14 .Can a conflict be totally avoided from the organization?

A.Yes ☐ B. No ☐

If yes how? _____

If no why? _____

15. What is the effect of conflict in the organization?

A. Change

B. goal congruence

C. innovation

D. waste of time and resources

E. Other----------

APPENDIX II

WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Dear respondent:-This interview question is designed to gather relevant information for the study entitled on to "Assess conflict management practice in case of Wolkite University".

1. What are the source of the conflict in the institution?
2. What is the out came of conflict in the organization?
3. What are the responsible body for resolving conflict there when conflicts occur in the organization?
4. What types of conflict resolution styles the organization uses?
5 .Do you have manual or guide line to handle conflict?
6 .Do you think managing conflict is difficult?