

**ASSESSMENT OF CONFLICT AND CONFLICT HANDLING
MECHANISM (IN CASE OF WOLKITE POLY TECHNIC
COLLEGE)**



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Abstract

This study is focused on the assessment of source of conflict and conflict handling mechanisms in the case of Wolkite Poly technical college. Even though it is difficult define conflict in a single statement, it possible to say that conflict is a disagreement between two or more parties. For example, individuals, departments, organizations, countries who perceives they have incompatible concerns. To conduct this study both primary and secondary source of data were used. Primary source of data was collected through questionnaires from the employees of the organization and secondary data were collected from the employee manual and other document. geographically the scope of the study is limited in wolkite poly technic collage and conceptually it was limited as assessment of conflict and conflict handling mechanism. The researcher was used simple random sampling technique from the homogeneous population to get appropriate data. There are many sources which leads to conflict within the organization including responsibility, diversity, and scarcity of resources, cultural differences, task interdependence, and communication problems and so on. most of the time conflict raised between teacher with administrative and the reward system, scarcity of resource, emotional behavior are the cause for conflict. Most of the time the college use arbitration to handle conflict. The organization should create harmonious relationship between teacher and administrative, establish effective management system and should encourage functional outcomes of conflict.

Key term: *conflict, conflict handling mechanism*

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CHAPTER ONE

1. Introduction

1.1 Background of the study

Conflict is a disagreement between two or more parties who perceive that they have incompatible concerns. Conflict exists whenever an action by one party is perceived as preventing or interfering with the goals; need or action of another party.(Curtis, Cook and pilling L.Hueensaler 2001) conflict is a process that begins when one party perceives that another party has negatively affected, or is about to negatively affect, something the first party cares about negatively affect, something the first party cares about. It described that point in any on-going activity that interaction crosses over to become inters party conflict. It encompasses the broader range of conflicts that people experience in organizations incompatibility of goals, differences over interpretation of facts disagreements based on behavioral expectations (Stepson P. Robbins, 1996).

Conflict can be considered as natural to any relationship it can never be completely eliminated. It is expression of hostility, negative attitude, aggression and gross misunderstanding. It is caused due to varying interest of individual there is perpetual and communication problems that cases miss leader standing and leads to individual conflict situation. It is also true of group. Group of conflict indicates, between group conflict occurs due to group competition and group cohesiveness conflict can arise between employee and employees management and workers. One decrement and another stack holders procedures and customers and between various employers or labor unions are often politically motivated. Conflict in organizations is inevitable. But the process of managing conflict to achieve constructive rather than destructive results is clearly essential to organizational success. This process of conflict management can be improved in a variety of ways. An important goals away should be to achieve or set the stage for a given destructive true conflict resolution that is a situation in which the underlying reasons for a given destructive conflict are eliminated. (Schermerho, Hunt, and, Osborn, 1997).

Conflict can be defined as any situation in which incompatible goals, attitudes, emotions or behavior 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, 9th edition)

Conflict is defined as an incompatibility of goals or values between two or more parties in a relationship combined with attempts to control each other and antagonistic feelings toward each other (Fisher, 1990). The incompatibility or difference may exist in reality or may only be perceived by the parties involved. Nonetheless the opposing action and the hostile emotions are very real hall Marks of human conflict.

In general various organizations there are different sources of conflict and various methods of handling mechanism the cases study of Wolkite poly technique collage.

1.2 Statement of the problem

In the competitive world with technological changes with in the business environment, it is very important to any organizations must very crucially understand the major cases of conflict in the organizations. Because of conflict can be a serious problem in any organization and the given organization does not know the source and case of conflict, the objective of the organization would not be achieved. Conflict has been regarded as one of the key problems in educational area. Some conflicts are greater magnitude and require strategy for the successful resolution. It became an important tool in the development of the organization if it is managed well and despite in the different images of conflict in different mind where the management of conflicts are difficult (Steven L.Mesthane, 2001). So that every concerned body must know the severity of conflict and before happening the situation. Each employees of the organization take preventive measures. Since conflict is managed successful specified goal would be achieved (Wasita, 2007)

As we know there are many sources which leads to conflict within the organization including responsibility, diversity, and scarcity of resources, cultural differences and also interdependence tasks. However still no generally occurred foundation a major source of conflict and best handling mechanism that would be used to handle conflict in specific organization. Because of this several situations. One's conflict is happened it may be possible to use different mechanisms to address

the conflict. Some of the mechanisms could be integrating, obliging, dominating, avoiding and compromising (Rahim 1983)

Some authors say that conflict in organization is the discord that arises when the goals, interests or values of different individuals and groups are incompatible and those individuals or groups block one to another's attempts to achieve their objectives. Generally the study would assess the source of conflict and conflict handling mechanism after that creating smoothing relationship with managers and employees and then stabilized conducive working environment for the achievement of goals by detail identification and remedial measures. in the case study of Wolkite poly technique collage.

Hence the purpose of the study is to identify the major conflict and conflict handling mechanism practice ,to assess conflict and conflict handling mechanism policy, procedure to identify employees perceptions about conflict and conflict handling mechanism practice and finally to indicate the way of overcoming those problem.

1.3 Research questions

This study would try to answer in the following questions

1. What type of conflict appears in the organization?
2. What are the main sources of conflict in the organization?
3. What is the conflict handling mechanisms used in the organization?

1.4 Objectives of the study

1.4.1 General objective

The overall objective of the study is to assess the source of conflict and conflict handling mechanism in the case of Wolkite poly technical college.

1.4.2 Specific Objectives

❖ This study would be tries to achieve the following specific objectives.

1. To identify different types of conflict that appeared in the organization.
2. To identify the main sources of conflict.

3. To assess the conflict handling mechanisms of the organization, apply.

1.5 Significance of the study

- This study important for researcher to have deep understanding about conflict and conflict handling mechanism.
- The significance of this study for polytechnic college to take corrective action on the issue of conflict and conflict handling mechanism.
- The study has a significance for policy makers on their task of formulating appropriate and right polices in order to achieve the goals and objectives of the organization
- Finally, the study helps for other researcher as stepping stone who is interested to assess the conflict and conflict handling mechanism practices.

1.6 Scope of the study

Because of it is difficult to address a wide area the geographical scope of the study is limited in poly technique college in Wolkite town. Conceptually this study concern assessing the source of conflict and its handling mechanisms in the case of Wolkite Poly technical college. Methodologically the research use descriptive research design.

1.7 Limitation of the study

The limitation of the study would be financial problem, shortage of enough data and shortage of time and absence of the managers at time of distribution of questioner's. With respect to some respondents they are not always present in the required time, some respondents would not give appropriate information for the study and involuntary of the respondents to fill the questioners. And also lack of related research papers worked in the study area.

1.8 Organization of the paper

This paper consists of five chapters. The first chapter concern about the introduction part including, background of the study, statement of the problem, research questions, objective of the study, significance of the study, scope of the study limitation of the study and organization of the paper. The second chapter concern about literature review. Chapter three concern about methodology of

the study. Chapter four concern about data analysis and interpretation. The last chapter concern about conclusion and recommendation based on the given date analysis.

CHAPTER TWO

2. Literature Review

2.1 Nature and definition of conflict

Conflict is a disagreement between two or more parties for example, individuals, groups, departments, organizations, countries, who perceives that they have incompatible concerns. Conflict exists whenever an action taken by one party is perceived as interfering or preventive with the goals, needs of another party. (Curtis Cook and Phillip Hungary, 2001).

Conflict is the process in which one party perceives that its interest is being opposed in which one party perceives that its interest are being opposed or negatively affected by another party. It tends to increase where people have incompatible goals, different values, beliefs, scarce resource, ambiguous rules and problem communicating with each other (Steven L. Methane, 2001).

2.1.1 Nature of conflict

According to Robbins (2003) conflict can be considered as expression of hostility, negative attitude, aggression and gross misunderstanding. It is caused due to varying interest of individual and group. When an individual and communication problems that cases misunderstanding and leads to individual conflict situation. It also true of group. Group conflict indicates that the way of inter group behavior in an organization, inter group conflict occurs due to group competition and group cohesiveness. This leads to feeling of "we" and "they" we are always right and they are always wrong. Conflict can arise between employer and employees, management and workers one department and another, stock holders, shareholders, producers and consumers and between various employees or labor unions that are often politically motivated.

2.2 Transition of conflict view

2.2.1 The traditional view

The traditional view was consistent attitudes that prevailed about group behavior in the 1930 and 1940. The view concluded that all conflict is bad, negative, and harmful and must be avoided. The view held that the conflict arose due to poor communication, lack of openness and trust between people and the failure of managers to be responsive to the needs and aspirations of their employees (Stephen P. Robbins 2003).

2.2.2 The human relation view

Human relation views the dominated conflict through from the late 1940 through the mid-1970. The beliefs that conflict is a natural occurrence in all groups and organizations since conflict was in evitable the human relation school advocated acceptance of conflict. It cannot be eliminated and there are even time when contrite many benefits a group performance (Ibid)

2.2.3 The interactions view

The beliefs that conflict is only a positive force in a group but it is absolutely necessary for a group to perform effectively. The major contribution of the interaction view is encouraging group leaders to maintain an ongoing minimum level of conflict enough to keep the group viable self-critical and creative (IBID).

2.3 The stages of conflict

Pondy.R (1997) developed a conflict process model, which is useful to understand how a conflict stage episode. This is latent conflict and conflict after math.

Latent conflict: It is a first stage of conflict when conflict promoting situation appear on the scene between individual and groups. In this stage potential conflict inducing force exist. For example, demand for various resources by departments that may some get and satisfies and other may not satisfy. Hence there may exist a situation between two groups. At this stage the seed of dissatisfaction wave been shown.

Perceived conflict: when one party frustrated the design of the other party, people perceive that a conflict situation exists for example, sales manager may need additional budget for promotional activities which financial as potential cause for fall in sales. Thus contribute lack financial causes this stage the conflict does not surface.

Felt conflict: at this stage, the funds are not released by the finance manager and the problem is being surfaced and there is likelihood of conformation.

Manifest conflict: in this stage there is not only recognition or acknowledgement of conflict but also manifestation conflict by convert or over behavior. It is stage of open dispute. Both parties dives there strategies to face each other.

Conflict after math: one conflict resolved between the two parties, there is always a party which is loser because the resolution is the outcome of win loss or the compromise strategy a stage is the set for subsequent conflict episodes.

2.4 Source of conflict in the organization

Incompatible goals: a common resource of conflict is goal impartibility. This is the situation in which people or work units have goals that interfere with each other. Financial rewards for goal accomplishment further entrench the perceived conflict because employees are more motivated to pressure their own goals (Robert A. Thelen (1986)).

Difference values and beliefs: conflict more likely to occur when employees have different values and beliefs due to their unique backgrounds, experiences of training. This difference partly explains why some conflict occurs between people from different cultures. Cultural diversity makes it difficult to understand or accept the belief and values that other people hold towards organizational decision and events (Ibid).

Task interdependence: exists when team members must share common input to their individual tasks need to interact in the process of executing their work or receive outcomes (such as rewards) that are partly determined by the performance of others (Ibid).

Scarce resources: Scarce resources generate conflict because scarcity motivates scarce resources people to compete with others who also need those resources to achieve their objectives (Ibid).

Ambiguous rules: this occurs because the uncertainty increases the risk that one party intends to interfere with the other party's goals. Ambiguity also encourages political tactics and in some cases employees enter a free-for-all battle to win decisions in their favor (Ibid).

Communication problem: conflict often occurs due to the lack of opportunity, ability or motivation to communicate effectively in the organization (Ibid).

2.5 Functional versus dysfunctional conflict

Not all conflict is bad in fact some types of conflict encourage new solutions to problems and enhance creativity in the organization.

Functional Conflict: is a healthy constructive disagreement between two or more parties.

Functional Conflict can produce new ideas, learning and growth among

Dysfunctional conflict: is unhealthy destructive disagreement away from the work to parties involved. A key to recognize dysfunctional conflict is that its origin is often emotional or behavioral (Overall .Nelson and James Campbell Quick, 2003).

2.6 Types of conflict

Intra role conflict: conflict that occurs within a single role such as when a person receives conflict message from role sender about how to perform a certain you (Debra Nelson and James Campbell Quick 2003).

Inter role conflict: a person's experience of conflict among the multiple roles in his or her life (Ibid).

Person role conflict: that occurs when an individual is expected to perform behaviors in certain role that conflict with his/her personal values (Ibid).

Inter personal conflict: conflict between two or more people conflict between people can arise from any individual difference including personality attitudes and values (Ibid).

Inter group conflict: that occurs with group or teams some conflict with a group is functional. It can help the group avoid group think (Ibid).

Intra organizational conflict: these is a type of conflict which happen between parties within an organization. It is uncommon to see several parts and departments which fight over limited resources conduct an inter departments which fight work communicate (Ibid).

Inter organizational conflict: conflict that occurs between two or more organizations. Competition can heighten inter organization conflict. Corporate tax over, manager and questions can also produce inter organizational conflict (Ibid).

2.7 Conflict handling mechanism

Competing: a desire to satisfy one interest, regardless of the impact on the other party to conflict. In other word accepting and incorporating the will of other parties (Stephen P. Robbins 2003).

Collaborating: when the parties in conflict we have cooperation's and the search for mutually beneficial outcomes (Ibid).

Avoiding: a person recognized that a conflict exists and want to withdraw from it or suppress it examples of avoiding are trying to just ignore a conflict and avoiding other with disagrees (Ibid).

Compromising: a situation in which each party to a conflict is willing to give up something. When each party to the conflict seeks to give up something sharing occurs resulting in a compromising outcome (Ibid).

Accommodating: It involves one person attempts to satisfy on the other person. This types of behavior is cooperative and an assertive (Ibid).

2.8 Negotiation and alternative dispute resolution

2.8.1 Negotiation

Negotiation can be defined as a process in which two or more party's exchange rate of for them. It permits the interactions of almost everyone in group and organizations it occurs when to or more parties, individuals or groups discuss specific proposal to find out mutually acceptable agreement.

Bargaining Strategies

Distributive bargaining: the most identifying features of it are operating under zero sum condition. That is any gain A makes at B and vice versa, assume you see used car advertised for sell in the newspaper it appears to be just that you have been looking for you go out to see car it is great you wasn't it the owner tell you the asking price you don't want to pay that much the two asking the price don't picture the negotiating stratagem you are in arranging is called bargaining (Stephen L. Robbins, 1996).

Integrative bargaining: in contrast to distribution bargaining integrative bargaining consider as problem solving operates under the assertion exist one or more settlement that can create a win -win solution in terms of intra organizational behavior, all things equals integrative bargaining is preferable than distributive bargaining. Because of the formal building long relationship facilitate working together on the future it bonds negotiator and allows to leave the bargaining table felling he/she has given victory (Ibid).

2.8.2 Alternative dispute resolution

Alternative dispute resolution is asset of producer, such as mediation and arbitration in which disputing party work together with a natural party that helps them still their agreement out court.

Mediator: is a natural third party who facilitates negotiation solutions, mediators are widely used in labor management negotiations and in casual court disputes mediators have no formal polluter and cannot imposed (Stephen Robbins, 2003)

Arbitration: is third party with the authority to decide all agreement arbiters can be country requested or compulsory agreement arbiter can be voluntary requested or compulsory forced on the parties by law or courts appointment (Ibid).

Consultant: is a skilled and imperial third party who attempt to facilitate problem solving through communication and analysis aided by his or her knowledge of conflict will agreement contrast to the previous roles. The consultant role is not settle the issue but rather than to improve relationship between the conflict parties so that they can reach settlement themselves (Stephen Robbins, 2003).

2.9 Functional outcome of conflict

Conflict is a constructive when it improve the facilitates of decision stimulate creativity and innovation, encouraging interest and curiosity along group member provides the medium through which problem can be arrived and tension released conflict is an antagonistic group thinks it doesn't allow the group to passively "rubber stamp" decision that way be based on weak assumption inadequate consideration of relevant alternative or other debilitated conflict challenging the status full and therefore further the creation of new ideas promoters reassessment of group goals and captivates and interest the probability (Fred Luthons, 1997).

2.10 Empirical study

Some authors say that conflict in organization is discord that arises when the goals interest or values of different individuals and groups are incompatible and those individuals or groups block one to another's attempts to achieve their objectives. Breakdown communication is the overarching, most common and most obvious source of conflict in the organization. Some authors say that there are some source of conflict that is economic source, values source and power source and some methods of conflict handling mechanisms that is win loss approach, loss- loss strategy and win- win approach. Conflict can be healthy if it is managed effectively. (Fisher, 1990)

The researcher states that conflict can be defined as a situation in which incompatible goals, attitudes, emotions or behavior 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 2003). And also the researcher states that there are many sources that is incompatible goals, different values and beliefs, task interdependence, scarce resource, ambiguous rules and communication problems and there are many methods of conflict handling mechanisms including computing, collaborating, avoiding, compromising and accommodation.

CHAPTER THREE

3. Research methodology

3.1 Description of the study area

The study is give great emphasize on the assessment of source of conflict and conflict handling mechanism in Wolkite poly technique collage. Wolkite is a zone town, in SNNPR. It located around 159km southwest of Addis Ababa along the road to jimma having an elevation or altitude 750-2500 meters above sea level. Based on woreda statistics office it has a total population of 52163 people. From this 34% lives in the town, the remaining 66% lives in rural area and having temperature amount 17-37°c. (Own survey, 2009)

3.2 Research design

In this study the researcher would be applied descriptive type of research. Because of The main purpose of descriptive research is to describe the state of view as it exists at *present*. Simply stated, it is a fact finding investigation. In descriptive research, definite conclusions can be arrived.

3.3 Source of date

In this research the researcher would be used both primary and secondary source of data to achieve expectation of the study. Primary source of data would be too gathered from respondents by using questionnaires. Secondary source of data would be gathered from manual, internet, different research work regarding the topic of the study, documents.

3.4 Sample size and sampling technique

3.4.1 Target population

The target population of the study is the employees of Wolkite Poly technical college. The total populations of this organization amount to 270 employees in number.

3.4.2 Sampling techniques

Sampling is defined plan for obtain sample from a given population. It means the technique that the researcher can be adopting in selecting items for the sample. The selected sample would be representative of the population. The researcher would be used simple random sampling

techniques. Because all employees are considered equally important for the study, the researcher has an access to get the list of all employees and the last but not the least reason is in order to avoid bias. For this reason, simple random sampling technique would be the first choice of the researcher.

3.4.3 Sample size

To manage the size of population in Wolkite poly technical collage there are 270 total populations. Among these total populations the researcher would take a sample size of 73 employees by using the formula of Yamane, 1967.

- Assume, the researcher would use 90 percent confidence interval i.e. (error=0.1)

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

Where, n= sample size.

- N= total population
- e= error

$$n = \frac{270}{1 + 270(0.1)^2}$$

$$n = 73$$

3.5 Methods of data collection

The data for this study would be collected by using questionnaires both open-ended and close ended question for the employees at the organization as well as the managers.

3.6 Data analysis and presentation

The study would consist of both qualitative and quantitative types of data which would be collected from respondents and documents. To present analysis and interpret the data the researcher would be used statistical tools such as percentage and tabulation.

3.7 Ethical consideration

The researcher did those researcher paper free from any error which might may be done intentionally and negligently. The researcher are honesty, truthfulness and confidential.

CHAPTER FOUR

4. Data analysis and Discussion of Results

This chapter deals with the content of data organization and analysis of results based on that data gathered from the organization for the assessment of source of conflict and conflict handling mechanisms. Profiles of respondents and finding results from the questionnaires are discussed.

The total number of employees in the organization is 270 and the researcher has taken 73 employees as a sample size and distributed to those employees. From the distributed questionnaires all questionnaires were collected.

4.1 profile of the respondent

Table 4.1 personal information of the respondent

No	Item	Number of respondents	Percentage
1	Sex		
	Male	47	64.4
	Female	26	35.6
	Total	73	100
2	Age		
	23-29	31	42.5
	30-35	22	30.1
	36-40	13	17.8
	Above 40	7	9.6
	Total	73	100
3	Educational level		
	Certificate	0	

	Diploma	29	39.7
	Degree	42	57.5
	Master and above	2	2.8
4	Total	73	100
	Occupation		
	Teacher	43	58.9
	Administrative staff	30	41.1
	Total	73	100
5	Experience		
	0-5	25	34.2
	6-10	18	24.7
	11-15	21	28.8
	Above 15	9	12.3
	Total	73	100

Source, collected questionnaires of 2012 E.C

Based on Table 4.1, item one personal background of respondents 47 (64.4%) were males and 26 (35.6%) were females. This indicates that majority of respondents were male workers and most of the time males are enter into conflict. As indicated in item two on table out of total population, 31(42.5) % of employees were between age range of 23-29 ,22 (30.1%) of the employees were between the range of 30-35, 13(17.8%) of employees were between 36-40, 7 (9.6%) of employees were above 40 years old employees of the organization. This indicates that the majority of respondents exist at young age range and most of the time at range of 23-29 of employees are enter into conflict.

Item three on the table indicates, out of the total respondent 29(39.7%) were diploma holders,42(57.5%) were degree holders 2(2.8%) were master and above holders. This indicates that the majority of respondents were degree holders and the organization recruits and hire mostly professional workers and most of the time diploma holders are sensitive to conflict because there is low educational status.

Item four on the table indicates out of total population 43 (58.9%) of the respondent were teachers and 30 (41.1%) of respondents were administrative staff. This indicates that the majority of respondents were teachers and most of the time teachers are frequently create conflict because management problem.

Item five on the table indicates out of total respondent 25(34.2%) were 0-5 years of experience,18 (24.7 %) respondents were 6-10 years of experience, 21(28.8%) of respondents were 11-15 years of experience and 9(12.3%) of respondents have above 15 years of experience. This indicates that the majority of respondents were under 0-5 years' work experience and most of the time 0-5 years of experience employees are enter into conflict because of lake of work experience.

4.2 Situations which push for conflict

Table 4.2.1 Responses of respondents where any situation which push for conflict in your organization.

Responses	No of respondents	Percentage
Yes	47	64.4
No	26	35.6
Total	73	100

Source, questionnaires of 2012 E. C

The above table 4.2.1 indicates that 47(64.4%) of employees were responded that they have a situation which push to conflict and about 26(35.6%) of employees were responded there is no any situation which push for conflict in the organization. This indicates that there is any situation which push to conflict in the organization.

Table 4.2.2 Responses on which parties in your organization are frequently get in to conflict.

Responses	No of respondents	Percentage
Teachers with students	20	27.4
Teachers with teachers	13	17.8
Students with students	7	9.6
Teachers with administrative staff	33	45.2
Total	73	100

Source, questionnaires of 2012E. C

The above table 4.2.2 indicates that most employees around 20(27.4%) of respondents were set the response to conflict teachers with students, 13(17.8%) of respondents were response to conflict teachers with teachers, 7(9.6%) of respondents were response to conflict students with students and about 33(45.2%) of respondents were response to conflict teachers with administrative staff. This indicates that most of conflict have occurs between teachers with administrative staff.

Table 4.2.3 Types of conflict most frequently occurred in the organization

Types of conflict	No of respondents	Percentage
Inter personal conflict	32	43.9
Intra group conflict	16	21.9
Inter group conflict	9	12.3
Inter organizational conflict	7	9.6
Intra organizational conflict	9	12.3

Total	73	100
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Source, questionnaires of 2012 E. C

According to table 4.2.3 about 32(43.9%) of respondents were response to the interpersonal conflict, 16(21.9%) of respondents were response to intra group conflict, 9(12.3%) of the respondent were response to inter group conflict, 7(9.6%) of respondents were response to inter organizational conflict and 9(12.3%) of respondents were response to intra organizational conflict. This indicates that inter personal conflict have more frequently occurred in the organization.

Table 4.2.4 Source of conflict in the organization.

Source of conflict	Agree	Disagree	Strongly agree	Strongly disagree	Neutral	Total
Reward system	29 (39.7%)	16 (21.9%)	26 (35.6%)	1 (1.4%)	1 (1.4%)	73 100%
Resource scarcity	32 (43.8%)	17 (23.3%)	21 (28.8%)	3 (4.1%)	–	73 100%
Different values and beliefs	21 (28.9%)	32 (43.8%)	15 (20.5%)	2 (2.7%)	3 (4.1%)	73 100%
Ambiguous rules	25 (34.3 %)	18 (24.7%)	22 (30.1%)	6 (8.2%)	2 (2.7%)	73 100%
Communication problem	18 (24.7%)	30 (41.0%)	7 (9.6%)	13 (17.8%)	5 (6.9%)	73 100%

Error in perceptions	27 (36.9%)	17 (23.3%)	21 (28.8%)	5 (6.9%)	3 (4.0%)	73 100%
Emotional behavior of individual	24 (32.9%)	12 (16.4%)	34 (46.6%)	2 (2.7%)	1 (1.4%)	73 100%
Task interdependence	34 (46.6%)	13 (17.8%)	22 (30.2%)	3 (4.1%)	1 (1.4%)	73 100%
Status inconsistencies	26 (35.6%)	15 (20.5%)	22 (30.2%)	7 (9.6%)	3 (4.1%)	73 100%
Inequitable treatment	31 (42.5%)	16 (21.9%)	26 (35.6%)	–	–	73 100%
Incompatible goals	35 (47.9%)	9 (12.4%)	24 (32.9%)	5 (6.8%)	–	73 100%

Source, questionnaires of 2012 E. C

As shown from table 4.2.4 about 29 (39.7%) of respondents were response to agree with reward system as a source of conflict, about 16 (21.9%) of respondents were response to disagree with reward system as a source of conflict, 26 (35.6%) of respondents were response to strongly agree with reward system as a source of conflict, 1 (1.4%) of respondents were response to strongly disagree with reward system as a source of conflict and 1 (1.4%) of respondents were response to neutral. This indicates that most of the time reward system as a source of conflict.

As shown from the above table about 32 (43.8%) of respondents were agree with resource scarcity as a source of conflict, about 17 (23.3%) of respondents were disagree, 21 (28.8%) of respondents were strongly agree and 3 (4.1%) of respondents were strongly disagree. This indicates that resource scarcity have a source of conflict in this organization.

As shown from the above table about 21(28.9%) of respondents were agree with different values and beliefs as a source of conflict, about 32(43.8%) of respondents were disagree, 15(20.5%) of respondents were strongly agree, 2(2.7%) of respondents were strongly disagree and 3(4.1%) of respondents were neutral. This indicates that different values and beliefs as most of the time not a source of conflict in this organization.

According to the above table about 25(34.3%) of respondents were agree with ambiguous rules as a source of conflict, about 18(24.7%) of respondents were disagree, 22(30.1%) of respondents were strongly agree, 6(8.2%) of respondents were strongly disagree and 2(2.7%) of respondents were neutral. This indicates that ambiguous rules most of the time as a source of conflict.

According to the above table about 18(24.7%) of respondents were agree with communication problems as a source of conflict, about 30(41 %) of respondents were disagree, 7(9.6%) of respondents were strongly agree, 13(17.8%) of respondents were strongly disagree and 5(6.9%) of respondents were neutral. This indicates that most of the time communication problems have not a source of conflict in this organization.

According to the above table about 27(36.9%) of respondents were agree error in perceptions as a source of conflict, about 17(23.3%) of respondents were disagree, 21(28.8%) of respondents were strongly agree, 5(6.9%) of respondents were strongly disagree and about 3(4.0%) of respondents were neutral. This indicates that most of the time error in perceptions have a source of conflict in this organization.

According to the above table about 24(32.9%) of respondents were agree with emotional behavior of individual have a source of conflict, about 12(16.4%) of respondents were disagree, 34(46.6%) of respondents were strongly agree, 2(2.7%) of respondents were strongly disagree and about 1(1.4%) of respondents were neutral. This indicates that most of the time emotional behavior of individual have a source of conflict in this organization.

According to the above table about 34(46.6%) of respondents were agree with task interdependence have a source of conflict, about 13(17.8%) of respondents were disagree, 22(30.2%) of respondents were strongly agree, 3(4.1%) of respondents were strongly disagree and about 1(1.4%) of respondents were neutral. This indicates that most of the time task interdependence have a source of conflict in this organization.

According to the above table about 26(35.6%) of respondents were agree with status in consistency as a source of conflict, about 15(20.5%) of respondents were disagree, 22(30.2%) of respondents were strongly agree, 7(9.6%) of respondents were strongly disagree and about 3(4.1%) of respondents were neutral. This indicates that most of the time status in consistency as a source of conflict in this organization.

According to the above table about 31(42.5%) of respondents were agree with inequitable treatment as a source of conflict, about 16(21.9%) of respondents were disagree and about 26(35.6%) of respondents were strongly agree. This indicates that most of the time inequitable treatment as a source of conflict in this organization.

According to the above table about 35(47.9%) of respondents were agree with incompatible goals as a source of conflict, about 9(12.4%) of respondents were disagree, 24(32.9%) of respondents were strongly agree and about 5(6.8%) of respondents were strongly disagree. This indicates that most of the time incompatible goals as a source of conflict in this organization.

Table 4.2.5 Responses of availability of conflict handling mechanism in the organization

Responses	No of respondents	Percentage
Yes	43	58.9
No	30	41.1
Total	73	100

Source, questionnaires of 2012E. C

As the above table 4.2.5 indicates that about 43(58.9%) of respondents were answers yes the organization use any conflict handling mechanisms and about 30(41.1 %) of respondents were response to no the organization does not use any conflict handling mechanisms. This indicates that this organization have use any conflict handling mechanisms.

Table 4.2.6 Responses on types of conflict handling mechanism.

Variable	No of respondents	Percentage
Arbitration	30	41.1
Avoidance	16	21.9
Collaboration	5	6.8
Compromising	3	4.1
Accommodation	19	26.1
Total	73	100

Source, questionnaires of 2012 E. C

As shown from the above table 4.2.6 about 30(41.1%) of respondents were answers arbitration, 16(21.9%) of respondents were answers avoidance, 5(6.8%) of respondents were answers collaboration, 3(4.1%) of respondents were answers compromising and about 19(26.1%) of respondents were answers accommodation the organization have used to handle conflict. This indicates that most of the time the organization used arbitration method to handle conflict raised in the organization.

Table 4.2.7 outcomes of conflict

Outcomes	No of respondents	Percentage
Functional	29	39.7
Dysfunctional	19	26
Both	29	34.3
Total	73	100

Source, questionnaires of 2012 E. C

According to the above table 4.2.7 about 29(39.9%) of respondents were answers functional, about 19(26%) of respondents were answers dysfunctional and about 29(34.3%) of respondents were answers both outcome. This indicates that most of the time conflict have functional outcome of the organization.

4.3 Functional or dysfunctional outcomes of conflict

Table 4.3.1 Responses of respondents on did conflict promote organizational effectiveness in your organization

Responses	No of respondents	Percentage
Yes	38	52.1
No	35	47.9
Total	73	100

Source, questionnaires of 2012 E. C

As shown the above table 4.3.1 about 38(52.1%) of respondents were answers yes and about 35(47.9%) of respondents were answers no. This indicates that most of the time conflict promote organizational effectiveness.

Table 4.3.2 Responses of respondents on did conflict increase efficiency in your organization.

Responses	No of respondents	Percentage
Yes	44	60.3
No	29	39.7
Total	73	100

Source, questionnaires of 2012 E. C

As shown from the above table 4.3.2 about 44(60.3%) of respondents were answers yes and about 29(39.7%) of respondents were answers no. This indicates that most of the time conflict have increase efficiency of the organization.

Table 4.3.3 Responses of respondents on did it increase commitment of staff

Responses	No of respondents	Percentage
Yes	33	45.2
No	40	54.8
Total	73	100

Source, questionnaires of 2012 E. C

As shown from the above table about 33(45.2%) of respondents were answers yes and about 40(54.8%) of respondents were answers no. This indicates that the majority of respondents believe that conflict cannot increase commitment on the staff.

Table 4.3.4 Responses on did it lead to new ideas and innovation

Responses	No of respondents	Percentage
Yes	48	65.8
No	25	34.2
	73	100

Source, questionnaires of 2012E .C

As shown from the above table 4.3.4 about 48(65.8%0 of respondents were answers yes and about 25(34.2%) of respondents were answers no. This indicates that most of the time conflict lead to new ideas and innovation in this organization.

Table 4.3.5 Responses on did conflict motivates change

Responses	No of respondents	Percentage
Yes	42	57.5
No	31	42.5
Total	73	100

Source, questionnaires of 2012 E. C

As shown from the above table 4.3.5 about 42(57.5%) of respondents were answers yes and about 31(42.5%) of respondents were answers no. This indicates that most of the time conflict have motivate changes in this organization.

Table 4.3.6 Responses on did conflict improve qualities of decision

Responses	No of respondents	Percentage
Yes	46	63.1
No	27	36.9
Total	73	100

Source, questionnaires 2012 E.C

As shown from the above table 4.3.6 shows about 46(63.1%) of respondents were answers yes and about 27(36.9%) of respondents were answers no. This indicates that most of the time conflict have increase quality of decision in this organization.

CHAPTER FIVE

5. Conclusion and Recommendation

5.1 Conclusion

This study was conducted to assess the source of conflict and conflict handling mechanism in the case of Wolkite Poly technical college. The researcher distributed questionnaires to employees and managers. From data analysis and interpretation part in the previous chapter the researcher has drawn the following conclusion.

Conflict is a disagreement between two or more parties who perceives that they have incompatible concerns conflict exists whenever an action by one party is perceived as preventing or interfering with the goals, need or action of another party. (Curtis W, cook and pilling L. Hueensaler).

The study was applying descriptive type of a research. This study was used both primary and secondary source of data to achieve expectation of the study. The majority of employees are young, productive and familiar in the organization. The majority of respondents were confirmed that there is situation which push for conflict in the organization. The study identified majority of respondents conformed that teachers with administrative staff are frequently get in to conflict in the organization.

The results of the study that inter personal conflict are the most frequently occurred types of conflict in the organization. The study also identified reward system, scarcity of resources, ambiguous rules, task interdependence, emotional behavior of individual, error in perceptions, status inconsistency and incompatible goals are major source of conflict in this organization. The study also identified majority of respondents perceived the functional outcome of conflict in the organization. The study also identified conflict are promoting organizational effectiveness, increase efficiency, leads to new ideas and innovation, motivate changes and improve quality of decision in the organization.

5.2 Recommendation

Driven by the finding in this research the following recommendations are forwarded. The management of the organization should resolve the conflict as soon as it's occur. Most of the time conflict is occurred in the organization due to scarcity resources, reward system, emotional behavior of individual, and error in perceptions, ambiguous rules, task interdependence, and status in consistency and incompatible goals. Therefore, the organization should allocate adequate resource, improve their reward system, narrowing individual difference, building the individual skills and attitudes, formed better rules, reduce responsibility of individuals, improve the status of individual and improve compatible goals.

As it is mentioned above the most frequently occurring types of conflict in the organization should be building harmonious relationship among individuals such as coffee ceremony, friendly football completion trips. Most of the time teachers with administrative staff are get in to conflict in the organization. Therefore, the organization should create harmonious relationship between teachers and administrative staff.

To build continuous corporation or coordination between employees and to manage disagreement, the organization should establish good communication skills between employees and managers and establish effective management system of in the organization. As the background information of employees indicates the percentage of male were higher than females, so the organization should be improve female's workers. The organization should be stimulating functional conflicts between employees and managers and it's important to better performance of the organization.

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QUESTIONNAIRES OF THE STUDY
Wolkite University
College of business and economics
Department of Management

A questionnaire to be filled by employee of wolkite poly technic college.

This questionnaire is prepared by prospect Bachelor graduate of wolkite university department of management student. The objective of the research is **to assess conflict and conflict handling mechanism of wolkite poly technical college.**

I assure that all the responses will only be used for this study your willingness is very crucial for the success of this research. So your correct and dear response has greater value. Hence you are kindly request to response freely.

Instructions:

1. No need to write your name
2. Respond the question based on your knowledge and experience
3. Put (×) in the box for close ended question
4. Explain the question for open ended question

Part one:-Personal information

1. Sex male. Female
2. Age. 23-29year 30-35. 36-40. above 40
3. Level of education certificate diploma. Degree. Master and above
4. Occupation. Teacher administrative staff
5. How long have you served in the organization. 0-5. 6-10. 11-15. above 15

Part two General information from respondents

1. Are there any situation which push you for conflict in your organization?

A. Yes. B. No

2. If your answer “yes” which parties in your organization is frequently get in to conflict?

A. Teachers with students. B. Teachers with teachers. C. Teachers with administrative.
 D. Students with students E. If other, please specify.....

3. Which type of conflict occurred most frequently in your organization?

A. Inter personal conflict. C. Intra group conflict. E. Inter group conflict.
 B. Intra organization conflict. D. Inter organizational conflict

4. In circle the degree that you agree with the source of conflict in Wolkite poly technical collage

Sources of conflict	Agree	disagree	strongly agree	strategy disagree	Neutral
Reward system					
Resources Scarcity					
Different values and beliefs					
Ambiguous rules					
Task interdependence					
Communication problem					
Errors in perceptions					
Emotional behavior of individual					
status in consistency					
Inequitable treatment					
Incompatible goals					

5. Is there any conflict handling mechanisms in your organization?

A. Yes B. No

6. If your answer is yes which type of conflict handling mechanism applied in your organization?

A. Arbitration. B. Avoidance. C. Accommodation. D. Compromising
E. if others please specify.....

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

A..Yes B. No

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

A.Administration section C. others
B. Organized committees D .All stake holders

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

A. Yes B. No

If yes how? _____

If no why? _____

10. When conflict is resolved?

11. What are the outcome of conflict in your organization?

A. Functional. B. Dysfunctional. C. Both

12. Write a tick Mark in the column Yes or No for functional or dysfunctional outcomes of conflict in the organization?

Functional outcome of questionnaires	Yes	No
Did conflict promote organizational effectiveness in your organization?		
Did conflict increase efficiency in wolkite poly technical college?		
Did it increase commitment of staff?		
Did it lead to new ideas and innovation in your organization?		
Did it motivates change in your organization?		
Did conflict improve quality of decision?		