



WOLKITE UNIVERSITY
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**The Impact of conflict And Its Handling Mechanism On Employee
Performance in The Case of Wolkite City Administration**

PREPARED BY

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*Research paper Submitted to Department of Management In the Partial
Fulfilment of the BA Degree in Management*

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Declaration

I, the undersigned, declare that this research paper entitled “**The impact of conflict and its handling mechanism on employees performance** ” is my original work, and that all sources of materials used for the study have been duly acknowledged. I affirm that this paper has not been submitted to any other institution for the award of any degree or diploma. I undertake full responsibility for any errors or omissions that may be found in this work.

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APPROVAL SHEET

This research paper entitled "***The Impact of Conflict and Its Handling Mechanism on Employee Performance in Gurage zone wolkite city Administration***" prepared and submitted by Abrahm Degemu in partial fulfilment of the requirement for the degree of Bachelor of Arts in Management

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Acronyms

WKUWOLKITE UNIVERSITY

MRMISTER

ASS.....ASSISTANCE

PROF.....PROFESSOR

ABSTRACT

The main objective of study was to investigate the impact of conflict handling methods on employee performance in case of Gurage Zone Wolkite City Administration. To achieve its objective the researcher used descriptive research design in order to describe the state what actually happen. The study was used both primary data and secondary data. The primary data was collected through interview and questionnaire that involves both open and close ended question and the secondary data were collected from different published and unpublished materials and manual. The total numbers of employees in the organization were 34. Since the target populations are small in number, the researcher used census method of survey. The collected data were analysed using tables and percentages, pie chart and graph. The research finding shows that conflict handling methods have both positive and negative impact/effect on employee performance in the respective or researched organization called Wolkite City Administration with the major response .Finally based on the finding the researcher recommend that the organization should take different measure to reduce/ minimize the negative impact of the conflict handling method.

CHAPTER ONE

1. Introduction

1.1 Background of the study

Conflict is a form of disagreement in an individual establishment between individual and group who came to interact formally and informally. (Fad pay, 2000) Similarly (miller and Kings 2005) started conflict is the disagreement between two or more individual or group our coop table goals. There for conflict in comp table behaviour it many involve the interference or disruption by one personal or group or in the some why which make the action less likely to be effective. According to Detach (1973) conflict s invertible [dependent] means that people are working against each other in such manner what are want is incomplete (not completed) with what the other want. There are factor that can contribute to the creation of conflict in organization lack task interdependent, scarce resource gad incompatibility commutate, failure, individual different and poorly designed, rewarded system.

Organizational conflict must not necessarily be reduced, suppressed, or eliminated, but managed to enhance organizational learning and effectiveness. The management of conflict at the individual, group, and intergroup levels involves reduction of affective conflict, attainment and maintenance of a moderate amount of substantive conflict at each level for no routine tasks, and helping the organizational participants to learn the various styles of handling conflict for dealing with different conflict situations effectively (M.AfzalurRahim, 2001).

Albert (2001) arrive that predictive and destructive conflict according to him. Conflict to be positively when in it contritely discussed by the part and amicable terms for statement reached. Through conflict met cooperation atmospheres is create for formatting opportunity and movement directed towards non-violent reconciliation or basic clashing interest.

Conflict can be considered as any relationship and it can never be completely eliminated it is an expression of hostility negative attitude, aggression and grass misunderstand. It is caused due to varying interest of individual there is perpetual and communication problem that cause miss header and leads to individual conflict situation (hunt and Osborn, 1997).

International conflict occurs between states at global level competition for a resource certainly plays part sometime predominate one another the differences are articulation through the channels of diplomacy in a constant power give and take or threat and counter threat some and in the form the highest of stakes(f.stewart,2002)In developing countries conflict occur in society when different interest groups and organization have varying priorities over resource management and policy development this complex conflict typically involve combination of economic value of traditional authoritative or adverbial procedures and more collaboration approaches to building consensus are required for resolution.(cornict, 1989).

In Ethiopia situation Conflict is a disagreement between people on substantive or emotional issues substance conflict involves disagreement over such things such as goals allocation of resource distribution of rewards policy and procedures and job assignment emotional conflict results from feeling of anger distrust dislike fear and resentment as well as from personality clashes both forms of conflict can be destructive and cause problem in the work place (Blake, Shepard and mauton, 1964). The focus of this research would be on the impact of conflict handling method on employee performance.

Statement of the problem

As long as people in organization work together conflict is inevitable or unavoidable. This means as people work together in compatibility of goals, attitudes, emotion or behaviour lead to disagreement or opposition between them. Conflict occurs because people disagree on goals, issues, perceptions and people inevitable complete for the scarce resources. (Cullinan: 1996). When parties become in to conflict they are usually unable to get out by themselves and the intervention of the third party in the role of arbitration, mediation or consultant may important (Fisher, 1972 and 1997).

Conflict occurs in different ways organization to other organization and within a person, between people and between groups. Conflict at individual, group and inter group level, reduction of emotional conflict, attainment and maintenance of moderate level of conflict from non -routine task at each level and enabling organizational participants to learn the various styles of handling conflict for dealing with different conflict situation (Rahim 2006).

Conflict in organization is the discord that arises when the goals, interest or values of different individual or groups are incompatible and those individual or groups block one another attempt to achieve their objective (Marry Ann and Steven Lmc Shane 1976).

Conflict can result in functional and dysfunctional outcomes in the organization. Thus outcomes would be, functional conflict is a healthy constructive disagreement between two or more people in the organization. Develops cohesiveness within the group members, it leads to innovation and creativity, provides challenging work environment, enhance work culture lead to up gradation of various system in the organization. Whereas dysfunctional conflicts are the destructive, These occur when, conflict does not lead to solution, when the basic goal of the organization are neglected, disloyalty of the management, dual management style may finally turnover may also be caused to dysfunctional conflict (Debra Li Nelson and James cowbell qucek,2003).

Today's in the business world both employees and management work together to achieve this goal and objectives. Employees are expected to perform their respective roles. However, in reality, employees having different needs and role are unable to cooperate with the management. There are positive or negative aspects of goal compatibility which cause conflict each other.

According to Vance Vichy et al.2005 to Work conflicts are very common in many organizations those conflicts that arise from work leads employees to loss of attention to work, feeling of frustration and stress, job dissatisfaction, turnover of employees from works, absenteeism and also has poor communication among management and workers.

Here of Wolkite city administration has some types of conflict. To know this data are by conducting unstructured interview with mayor and by findings. so, the main intention of the researcher to assess the impact of conflict handling method on employee performance. The finding fills the gap by conducting impact of conflict and handling mechanism.

1.3 Research questions

1. What type of conflict occurred in the organization frequently?
2. What type of conflict handling method practised in the organization?
3. What is the impact of conflict handling methods on the performance of employees?

1.5 Objective of the study

1.6 1.4.1. General objective of the study

The main objective of the study was to investigate the impact of conflict handling methods on employee performance in case of Wolkite city Administration.

1.4.2 Specific objective

1. To identify frequently existing conflict in the organization
2. To know the type of conflict handling method involve in the organization
3. To assess the impact of conflict handling method on the performance of employees

1.5. Scope of the study

The study was be delimited in geographical, conceptual and, methodologically.

Geographically even if there are many city administration Mayor office in Ethiopia due to shortage of time and cost this study was conducted Gurage Zone Wolkite city administration in Mayor office .Conceptually the study has tried to look Impact of conflict and its handling mechanism but not study other human resource management like, jobs satisfaction employee turnover employees motivatino and so.

Methodologically regarding the study, the researcher used descriptive research design and census sampling method in order to select the representatives. The data would be using both primary and secondary source. The study would try to perform only in this year (2017 in E.C) Ethiopia calendars)

1.6. Significance of the study

For researcher: - It helps the researcher for the partial fulfilment for the requirement of BA degree in management. It also helps to acquire knowledge to conduct research work.

For organization:- the research finding was informed the organization about the impact of their conflict handling method on employee performance and the finding would be used for decision making to improve employee performance and reduce the effect of conflict handling method in the organization.

1.7. Limitation of the study

This research study faced different challenges like some employees are not expressing their feeling currently what they think in the open ended question and sometimes the respondents are not willingness to respond the questionnaire and even they lost the given questioner to overcome this problem the researcher conduct interview to compensate the open ended and support quantitative data with qualitative data.

1.8. Organization of the paper

The research consists of five chapters. The first chapter deals about introduction such as, background of the study, statement of the problem, research question, objective of the study, significance of the study, scope of the study, limitation of the study and organization of the paper and The second chapter about literature review, the third chapter deals with research Methodology, chapter four with data analysis and interpretation of the collected data and the last chapter covers conclusion and recommendation of the study.

CHAPTER TWO

2. REVIEW RELATED LITERATURE

2.1 Definitions and Nature of Conflict

2.1.1 Definitions of Conflict

Conflict is the 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 preventing or interfering with the goals, needs or actions of another party. Conflict is a state of disorder caused by the actual or perceived opposition of needs, values, and interests between people working together. Conflict refers to hostile Antagonistic interaction in which one party attempts to what is the interaction or goals of another. It is unusual occurs in all teams and organizations. It can arise between members of a team and a relationship between teams. (Richard L. Daft, 2006).

Additionally, Conflict is series of problem and it affects the effectiveness of the organization through invalidation of the work interdependence among organization Members (Write, Neo.et AL 1996).

According to Deutsch and Coleman (2000), conflict describes as a natural and inevitable outcome of any group. It occurs between people in all kind of human relationship and in all social settings. Because of the wide range of difference among people, the absence of conflict usually signals the absence of meaningful interaction. Conflict by itself is neither bad nor good. However, the manners in which conflict is handle to determine whether it is constraint or destructive.

Conflict is disagreement between two or more parties who perceive that they have incommutable of organizational goal. Conflict can be also defined as the process that begins when the party perceives that another party has negatively affected something that the first party cares about (Thomas K.A 1991).

Conflict has the potential for either a great deal of destructive or many creative and positive social changes in the organization (Kries berg, 1998). And also Conflict can be considered as a natural relationship and it can never be completely eliminated but possible to reduce (Robbins, 2003).

2.1.2 Nature of Conflict

According to rabbis (2003) conflict can be considered as expression of hostility, negative attitude, aggression attitude, and gross miss understanding. It is caused due to varying interest of individual and group. When an individual and communication problems that causes miss understanding and leads to individual conflict situation .It is also true of groups. Group conflict indicated that the way of inter group behaviour in an o 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 , stake holders, shareholders producer and customer between various employees or labour Union that are often politically motivated.

According to (Robbins 1995), 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 interest with another individual there is perpetual and communication problems that causes misunderstanding and leads to an individual conflict situation. It is also true of group. Group conflict indicates that the way of intergroup behaviour in an organization. Inter group conflict occurs due group computation and group cohesiveness. They lead to a feeling of “We” and “They”, we are always right and they are always wrong.

Conflict can have raise performance and efficiency between employer and employees, management and workers, department and other, stack holders, producers and customers and between various employees or labour unions that are often politically motivated (Robbins 1995).

2.2 Transition of Conflict View

2.2.1 The Traditional View

The traditional view was consistent with the attitudes that prevailed about group behaviours in the 1930 and 1940s. The view that all conflict is bad, negative, and harmful must be avoided. The view held that the conflict arose due to people and failure of managers to be responsive to the need and aspiration of their employees (Robbins 2000).

2.2.2 The Human Relation View

Human relation view which prevailed between 1940-70s states that conflict is a natural occurrence of individual behaviour and that the conflict cannot be avoided. The theory propagated that we must accept conflict since we cannot eliminate the same. It further states that since conflict was inevitable, the human relation school advocated acceptance of conflict (Robbins 1995).

2.2.3 The Behavioural View

Behavioural scientists encourage conflict on various grounds. They feel that a group having interrelated group harmonious relations, peace and cooperation among group members is likely to be non-vibrant, static in nature and can display apathetic attitude towards group members. In this situation, the groups are non-responsive. The behavioural view proposes that because people differ in their attitude, values and goals, conflict is a natural outcome in any group. People and that can be harmful and constrictive. The classical emphasized the understanding of individuals' psychology, development of informal group, informal leadership and democratic participative leadership style so as to avoid conflicts and establish harmony in the organization (Robbins 1995).

2.2.4 The Modern View

The modern view holds that conflict may be necessary for organizational effectiveness. It is believed that harmonious, peaceful and cooperative group can become static and non-innovative. Minimum level of conflict that keeps the group alive, self-critical is desirable and endemic to the organizational milieu. According to the modern view, minimum level of conflict is enough and then conflict should be welcomed and managed effectively (Robbins 1995).

2.3 Stages of Conflict

2.3.1 Potential Opposition or Incompatibility

The first stage is the presence of conditions that create opportunities for conflict to arise. They need not lead directly to conflict, but only of these condition is necessary if conflict is to arise. These conditions have been condensed in to three general categories.

Communication:-Communication can be a source of conflict. It represents those opposing forces that arise from semantic difficulties, misunderstanding and “noise” in the communication channel.

Structure: The term structure is used, in this context, to include variables such as size degree of specialization in the tasks assigned to group members, jurisdictional clarity, member goal compatibility, leadership style, reward system and the degree of dependence between groups.

Personal variables: Our last category of potential source of conflict is personal variables. As indicated, they include the individual value system that each person and the personality characteristics that account for individual idiosyncrasies and differences (Robbins 1999).

2.3.2 Cognition and Personalization

If the conditions cited in sage one negatively affect something that one party cares about, then the potential for opposition or incompatibility become actualized in second sage. The antecedent condition can only lead to conflict when one or more of the parties are affected by, and aware of the conflict (S.P.Robbins 1999).

2.3.3 Intentions

These intentions are decisions to act in given ways. In conflict episode. Many conflicts are escalated merely by one party attributing the wrong intentions to the other party. To identify the primary conflict handling intentions by two dimensions: - cooperativeness (the degree to which one party attempts to satisfy the other party concerns) and assertiveness (the degree to which one party attempts to satisfy his or her own concern). There are five conflict handling intentions, such as: - competing (assertive and uncooperative), collaborating (assertive and cooperative), avoiding (unassertive and uncooperative), accommodating (unassertive and cooperative), compromising (mid-range on both assertiveness and cooperativeness) (Robbins 1999).

2.3.4 Behaviour

This stage includes the statement, actions and reaction made by the conflicting parties. These conflict behaviours are usually overt attempts to implement each party intention. Conflict intensities escalate as they move upward along the continuum until they become highly destructive. Strikes and lockouts, riots, and wars are clearly fall in this upper range. For the most part, the conflict that reach the upper range of continuum are almost always dysfunctional, but functional conflicts are typically confined to the lower range of the continuum(Write Neo.et AL 1996). .

2.3.5 Out Comes

The action-reaction inters play between the conflicting party results in consequences or outcomes. The outcomes may be functional in that the conflict results in an important in the group performance or dysfunctional in that it hinders group performance.

Functional out comes:-These outcomes are hard to visualize a situation where open or violent aggression could be functional. Conflict is constructive where it improves the quality of decisions, stimulate creativity and innovations encourage interests and curiosity among group members.

Dysfunctional outcomes:- The destructive consequences of conflict up on a group or organizations performance are generally well known. A reasonable summery might state: uncontrolled opposition breeds discontent, which acts to dissolve common ties, and eventually leads to destruction of the group (Write Neo.et AL 1996).

2.4 Source of Conflict in Organization

There are many potential source of conflict including the main ones summarized below:-

Inference in perception: difference in perception results in different people attitude different among to the same stimuli. As perception becomes a person reality value judgemental can be potential major source of conflict.

Limited resource:-most organization resource is limited and individual and group have to fight for their sheer: for example at the time of the next year budget or when cut backs have to be made.

Departmentalization and specialization;-most work organization is divided in to two department with specialized functions. For example in education employee work through department according to their field because of families with the manner is in which they undertake their activities, manager tends to turn inward to concentrate on the achievement of their own particular goals.

The nature of work activities:- where the task of one person is dependent up on the work of others is potential for conflict for example, if a worker is expected to complicit to the assembles of given number of components does not supply sufficient member of time. If reward and punishment system are perceived to be based on keeping up with performance level and then potential conflicts ever greeter.

Environmental change: - change in an organization external environment, such as shift in increase competition, government intervention, new technology or changing social value can cause major area of conflict. There is many other potential sources organizational conflict including:-

Individual: - such as attitude, personal characteristics or particular needs illness or stress.

Group:-such as group skills, the informal organization and group norms.

Organization: - such as communication authority structure, leadership style and behaviour (Thomas K.A (1992).

2.5 Types of Conflict

Conflict in teams, at work and in our lives occurs in at least two basic forms such as; substantive and emotional conflict.

Substantive conflict:-Is a fundamental conflict disagreement over ends or goals to be pursued and the means for their accomplishment.

Emotional conflict: - Involves interpersonal difficulties that arise over feeling of anger, mistrust, dislike, fear, resentment and the like. This conflict has also commonly known as “clash of personalities” (scharmarhorn, 2012).

2.6 Levels of Conflict

The conflict may be intra personal, inter personal, inter group, intra group, intra organizational and inter organizational in nature.

Intra personal conflict:-It is also called the conflict within the individual. This level of conflict can be categorized in to two.

Value conflict: - Every individual has played a certain role, which conforms to his value system. However, there is a certain situation when an individual may to compromise on values system and beliefs.

Decision making:-Problem solving is one of the important jobs, every individual has to undertake in work environment.

Inter personal conflict:- Occurs between two or more individuals who are in opposition to one other. Inter personal conflict caused due to disagreement over goals and objective of the organization. Every organization is full of unsolved issues, problems and differing situations that lead to conflict

Inter group conflict:-occurs when between teams, perhaps ones competing for scarce resource or rewards, and perhaps ones whose members have emotional problems with one another. It exists when one group attainment to achieve its goal at the expense of the goal attainment of another group in the organization. Thus conflict is opposition of desired cooperation and coordination between groups and an organization.

Intra group conflict: - It is a type conflict which created between parties with in a group. It relates to values, status and roles played by an individual in the group norm. For example when an individual violets a group norms.

Intra organizational conflict:- this type conflict happens between parties with an organization.it is uncommon to see several portends department which fight over limited resources conduct an inter departments which fight over limited resources conduct inter department work communication.

Inter organizational conflict:-Is the most commonly thought in terms of the competition and rivalry that characterize firms operating in the same markets. This conflict is a much broader issue than that represented by market competition alone. For example disagreement between unions and the organization employing their members (J.R.Schermerhorn 2012).

2.7 Functional Versus Dysfunctional Conflict

2.7.1 Functional consequence of conflict

It is termed as constructive conflict, results in benefits to individual, the teams, or the organizations. It can also bring important problems to the surface so they can be addressed. And it can offer opportunities for creativity.

No one would question that conflict is sometimes very destructive in organizations however managers increasingly are beginning to recognize that positive outcomes are a frequent result of conflict. Several positive outcomes of conflict can be cited (Steers, 1985).

Conflict between divergent views in the organization often result in higher quality decisions of a favoured position of a group to question. This leads to intensive discussion and deep search so that superior decisions are made superior decisions often result when multiple alternatives are available and initially favoured alternatives are re-examined in light of new evidence. For example, it was found that problem solving groups composed of members with conflicting groups of view generated significantly higher quality solutions than did problem solving groups composed of members who all have essentially the same point of view (Mitchell and Larson, 1987).

Conflict among groups often increases their adhesiveness and strengthens them. Members of groups in conflict often increase their identifications and loyalty to the group.

In a new classic study (Mitchell and Larson, 1987) notes when groups come in conflict, members become more loyal to their respective groups and identify with their groups more strongly; as a result each group more cohesive. However, Conflict may make life more interesting in organizations, disagreement and divergent viewpoints stimulate and arouse organizational members' it provides the opportunity to test ideas and assess performance conflict also provides the opportunity to test ideas and assess performance conflict can highlight important problems in organization. Disagreement between groups may bring problems to the surface and may lead to

changes that improve overall organizational function. Conflict also a lead to the design of method for resolve conflict in the future.

2.7.2 Dysfunctional consequences of conflict

It is termed as destructive conflict, works to dis advantage of an individual or team. It diverts energies, hurts, group cohesion, promotes inter personal hostilities and creates a negative environment for workers. These types of destructive conflict decrease performance and job satisfaction as well contribute to absenteeism and job turn over (R.Schormorn 2012).

Conflict can have positive outcomes in organizations, but it would be wrong to well too heavily on its functional aspects because often it has dysfunctional consequences.

According to steers (1985) conflicts between groups or individuals can hinder cooperation and coordination of activities in addition, according to (Ivancevich (1990), Dysfunctional conflict can be seen in to two perspectives: when the level of conflict is too low or too high, two of them have different impacts on organizational performance, as the author stated when the conflict level it too low, performance can suffer.

Innovation an change are less likely to take place and the organization may have difficulty adapting to its changing environment if a low level conflict continues the every survival of the organization can be threaten on the other hand, of the conflict level becomes too high the resulting chose also can threaten the organization survival (Ivancevich, 1990).

Furthermore, he explained that too much conflict could have negative consequences because it requires time and resources to deal with it and in very energy that could more constructively be applied elsewhere (Ivanceivich, 1990), lastly a conclusion can be made that conflict cannot ever be eliminated entirely in organization. Hence, it should be attempted to live with conflict by managing it, thereby exploiting it for the beneficial work of the organization.

2.8 Conflict Management Style or Conflict Resolution

Some people enter into a conflict with a win-win orientation while others have a win-loss and loss-loss orientation.

Win-Win orientation:- It is the belief that the parties will find a mutually beneficial solution to their disagreement. Win-Win orientation is a systematic attempt to maximize the goal of both parties.

Win-Loss orientation:- They adopt the belief that conflicting parties are drawing from a fixed pie, so that the more one party receives the less the other party will receive. Conflict tends to escalate the parties develop win-loss orientation because they rely on more assertive influence tactics to gain advantage. A win-loss orientation may occasionally be appropriate when the conflict really is over a fixed resource but few organizational conflicts are due to perfectly opposing interests with a fixed resource.

Loss-Loss orientation:- Both parties have loss due to the conflict (Robbins 1999).

❖ Generally there are five conflict resolution mechanisms can be identified

Avoidance: - a person may recognize that existed and want to withdraw from it or suppress it ignoring or minimizing the importance of the issues creating the conflict.

Collaboration:- Occurs when people cooperate to produce a solution satisfactory to both parties. Collaborating involves an attempt to work with the other person to find solutions that would be satisfied to both parties. It has a point of win-win solution in the conflict parties.

Accommodation: - when one party seeks to appease an opponent, it may be willing to place the opponent interests above his/ her own. In other words, in order for the relationship to be mentioned one party is willing to be self-sacrificed (win-loss solution)

Arbitration: - a natural third party act as a judge with the power to issue decision binding all parties.

Compromising:- It is the settlement of differences through concessions of one or both parties. In compromising, the party tries to find some expedient, mutually acceptable solution with partially satisfied both parties, though neither is fully satisfied.

Compromising is splitting the different exchanging concessions and seeking quick middle ground solution (Stephen, Robbins, 1996).

2.9 Negotiation and Alternative Dispute Resolution

2.9.1 Negotiation

Is a process in which two or more parties try to reach an agreement on an issue even though they have different preference regarding the issue that will require, there are two types of negotiation, such as distributive and interrogative negotiation.

Distributive negotiation: - It is a type of negotiation that focus on a portion “staked out or declared” by conflicting parties.

Interrogative negotiation: - It is a type of negotiation that focuses on “merit” of the issue. Everyone tries to encourage the available pie or the whole process, rather than stack claims to certain portion of it.

There are two types of distributive negotiation, such as hard and soft distributive negotiation.

Hard distributive negotiation: - When each party holed to get its own way, this leads to competition or win-loss approach.

Soft distribution negotiation: - When one party tries to find a way to meet the other desire, this leads to accommodation (R.Schermorhorn 2012).

2.9.2 Alternative Dispute Resolution

Alternative dispute resolution is a set of procedure, such as mediation and arbitration in which disputing parties work together with a natural party who helps them settle their dis agreement out court.

Mediation: - Is a neutral third party who facilitates negotiation solution by using responding and resolution, suggestion alternatives and the like. Mediators have no formal power and cannot impose any agreement. Mediator is widely used in labour management negotiation and in causal

court disputes. The role is primary that of mediator by helping the two sides to reach agreement that each will find acceptable.

Arbitrator: - Is a third party with the authority to decide all agreement arbitrators can be voluntary requested or compulsory. The authority of arbitrator varies according to the rule set by the negotiator.

Conciliator: - Is a trusted third party who provides one informal communication link between negotiation and the appointment.

Conciliation is used extensively in international, labour, family and community dispute. Comparing its effectiveness to mediation has proven difficult, because the two overlap great deals.

Consultant:-Is a skilled and impartial third party who attempts to facilitate problem solving through communication and analysis, aided by his or her knowledge of conflict management. In contrast to the previous roles, the consultants role is not settle the issues but, rather, to improve relations between the conflicting parties so that they can reach a settlement themselves. In staled of putting forward specific solutions, the consultant tries to help the parties learn to understand and work with each other.

In the organizations due to the existence of problems the researcher can investigate conflict handling and resolving mechanism. But, the researcher must first deal with identifying the problem and cause of the problem, second find possible resolving mechanism. As a result the organization work environment becomes more flexible and manageable. (Stephen, Rabbin 2000)

CHAPTER THREE

3 RESEARCH METHODOLOGIES

3.1 Research design

The research would be under taken by using descriptive research design because the researcher attempts to describe the existing things or situation, phenomenon. This type of research describes the present state of impact of conflict and conflict handling method.

Descriptive research also known as statistical research, describes data and characteristics about the population or phenomena being studied. Descriptive research answers the questions who, what, where, when, and how. Although the data description is factual, accurate and systematic, the research cannot describe what caused a situation. Thus descriptive research cannot be used to create a causal relationship, where one variable affects other. In other word, descriptive research is designed to describe something. (Dr.a.k.gupta and V. Kushwaha 2011).

3.2 Research approach

The study would also employee quantitative and qualitative or mixed approaches in order to attain the objective of the study. Because the quantitative measurement helps the researchers to use statistical method of measurement in order to analyse and interpret what had been found through the research by distributing close ended questionnaires. The qualitative measurement help the researchers to intemperate ideas gathered through interview and open ended questionnaires. (Creswell john w., 2008)

3.3 Target Population

The target population of the research was employees of Wolkite city Administration that found at different departments and managers of organization. There are totally 34 employees in the Wolkite city administration as the number of employees are small the researcher take the whole population or census to keep the relevancies and reliability of the data which was collected from them. Hence, the total population of the organization were small in number's so that the researcher is take in all the populations because the number of employees are few and I address

any type of questions for each individuals. So the researcher was use census method in the sample techniques. A census is a study of every unit, every one, or everything in a population. The objective of the study is very series in nature and information is required about each and every sampling unit there is no way out to resort to census survey; moreover, if time and money are not important factors or if population is not so large, a census survey may provide better results than any sample survey, provide efficient and trained staff is employed. (C.R KOTHARI 2014)

3.4 Source of data and Data collection tools

To make data more reliable both primary and secondary source data were used. Secondary data include; book. Journal privacies researches on our research. Primary data was collected from unstructured interview with management and from questioners. The interview was used to primary data collection to fill gap.

3.4 Method Of Data analysis

The collected data would be analysed, edited, coded and summarized. The information obtained were analysed in simplest and meaningful manner through tabulation; percentages, pie chart and graph to understand there complete meaning and implication at effective conclusion and possible recommend

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

This chapter deals with the analysis based on the information gathered through questionnaire on the impact of conflict and its handling mechanisms on employee performance in gurage zone in Wolkite city administration. Profile of respondents and finding results from the questionnaire are discussed from total of 34 questionnaire distributes, 30 were returned and the remaining part 4 were unreturned.

4.1 Demographical characteristics

Pie chart 4.1 Sex distribution of the respondent

Source own survey, 2025

As shown from the above pie chart 4.1, 4(13.33 %) of the respondents were female and the majority of 26(86.67 %) respondents were male. From this result, the researcher concludes that the numbers of male in Wolkite city administration were greater than the number of females. This shows high gender inequality in Wolkite city administration.

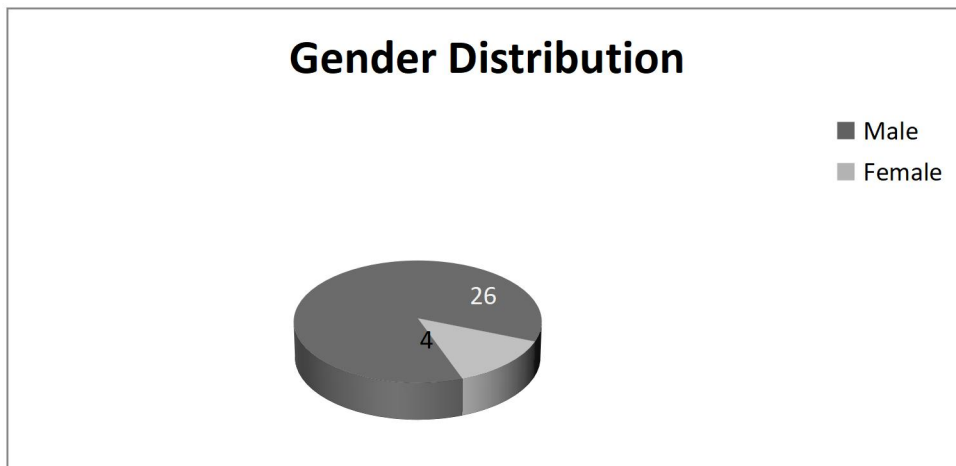


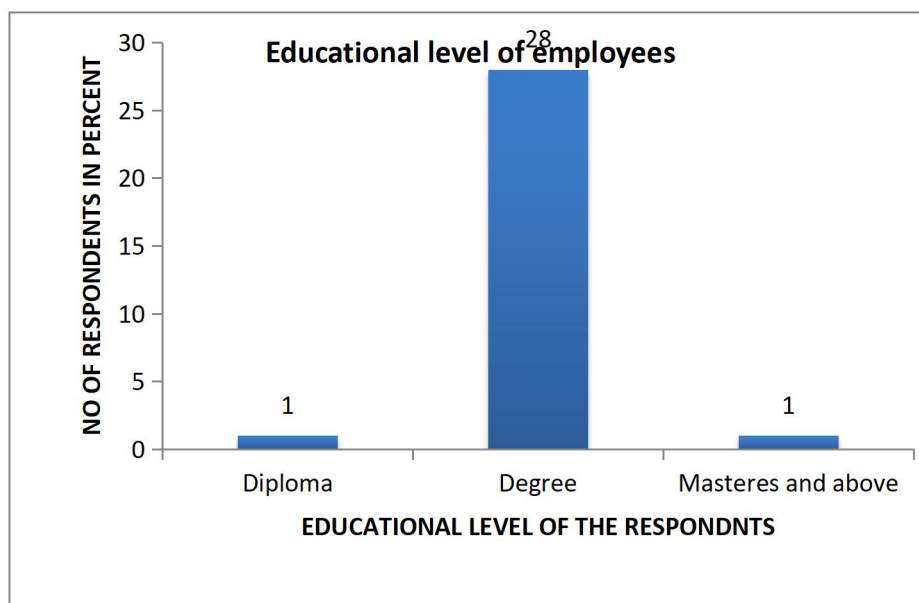
Table 4.1, Age distribution in wolkite city administration

Age group(year)	No. of respondents	Percentage
18-20	0	0
20-30	25	83.33
30-40	3	10
Above 40	2	6.67
Total	30	100

Source own survey, 2025

As it can be seen the above table 4.1, 25(83.33 %) of respondents were between the age of 20-30, 3(10 %) of the respondents were between the age group of 30-40 and 2(6.67 %) of the respondents were above 40. In general, from the above table the researcher conclude that most of the organization employees are within the productive age and this is an important opportunity for the organization.

Graph 4.1 Educational level of respondents



Source own survey, 2025

As shown the above graph 4.1, 1(3.33 %) of respondents were diploma educational level, 28(93.33 %) of respondents were degree holders and 1(3.33 %) of respondents were masters and above. From this the study can understand that most of respondents were well educated this leads the organization to achieve its objective on time.

Table 4.2. Employees work experience in Gurage Zone Wolkite City Administration

Year of interval	No. of respondents	Percentage
0-5	24	80
6-10	1	3.33
11-15	3	10
Above 15	2	6.67
Total	30	100

Source own survey, 2025

As shown the above table 4.2, 24(80 %) of respondents have 0-5 work experience, 1(3.33 %) of them have an experience of 6-10 years, 3(10 %) of respondents have an experience of 11-15 and 2(6.67 %) of respondents have on experience of above 15 years. So the researcher concludes that most of employees in Wolkite city Administration have work experience 0 -5 years. In addition to that most of employees are new for the organization.

Table 4.3.Impact of conflict in the organization

Item description	Response	Respondent	Percentage
Does the conflict in your organization have an impact on your performance?	Yes	26	86.66
	No	4	13.34
	Total	30	100

Source: own survey, 2025

As shown from the above table 4.3, 26(86.66%) of respondents replied that conflict have an impact on employee performance whereas the others 4(13.34%) said that conflict does not have an impact on employee performance. From this the researcher can understand that conflict in the organization have impact on employee performance.

Pie chart 4.2 the impact of conflict



Source: own survey, 2025

As shown in the above pie chart 4.2, 16(53.33%) of the respondents responded that conflict have both positive and negative effect. and 10(33.33%) of the respondent replied that conflict have positive effect on the organization performance. On the other hand 4(13.33%) of the respondent replied that conflict could affect negatively. As showed from the above pie chart conflict in the organization have both positively and negatively affected. This finding is contradict with the idea of Steers (1985) which states that conflicts between groups or individuals can hinder cooperation and coordination of activities in addition, according to (Ivancevich (1990). Dysfunctional conflict can be seen in to two perspectives: when the level of conflict is too low or too high, two of them have different impacts on organizational performance, as the author stated when the conflict level is too low, performance can suffer. So conflict has both positive and negative impact on organizational performance.

According to the interviewee mayor believes that conflict has impact on organizational performance. It affects the organization both positively and negatively. The positive impact creating new ideas and innovations, the negative impact creating absence of psychological safety, diminished productivity and lack of employee engagement in the organization.

Table 4.4 Types of conflict

Item of description	Response	No of respondents	Percentage
Types of conflict most frequently occurred in the organization.	Inter personal	20	66.67
	Intra personal	4	13.33
	Inter group	2	6.67
	Inter organization	4	13.33
	Intra organization	-	-
	Total	30	100

Source own survey may, 2025

According to the above table 4.4, 20(66.67%) the interpersonal conflict has most frequently occurred while intra personal were 4 (13.33%), inter group were 2(6.67 %,) inter organization 4(13.33%) and intra organization conflict not occur in Wolkite city administration mayor office specifically Gurage Zone. As the researcher conclude that most of the time interpersonal conflict occurred in the organization. This may leads to organization is not achieve its specific objectives and low organizational performance. This finding is similarly with the idea of J.R.Schermer horn 2012, which state that Inter personal conflict Occurs between two or more individuals who are in opposition to one another. Inter personal conflict caused due to disagreement over goals and objective of the organization. Every organization is full of unsolved issues, problems and differing situations that lead to conflict.

Conflict handling mechanism in Wolkite city Administration

Table 4.5, Response for available of conflict handling mechanisms

Item of description	Response	No. of respondent	Percentage
The existence of conflict handling mechanism in the organization.	Yes	29	96.67
	No	1	3.33
	Total	30	100

Source own survey, 2025

As indicated from the above table 4.5, 29(96.67%) respondents respond that the organization uses a conflict handling mechanism and 1(3.33%) of respondents served that the organization does not use any conflict handling mechanism. From the above table the researcher can conclude that the organizations use handling mechanism in the Town in order to solve the problem while there is a situations majority a respondent implies in the study.

Table 4.6 responses on type of conflict handling mechanism

Item of description	No. of respondents	Percentage
Arbitration	11	36.7
Avoidance	-	-
Accommodation	-	-
Collaboration	1	3.3
Compromising	4	13.33
Negotiation	14	46.67
Total	30	100

Source own survey may, 2025

As shown from the above table 4.6, 14 (46.67%) majority of respondents believed that negotiation is used by Town in order to solve the problem. 11(36.67%) of respondents that the Town uses arbitration to handle the conflict.1(3.33%) of respondents responded that collaboration is used by then Town to had conflict, 4(13.33%) also responded that compromising is important and the avoidance and accommodation handling mechanism is not practice in the Town. Generally, the researcher concludes that most of the time the organization uses negotiation as conflict handling mechanism in order to handle the conflict. Negotiation is more preferable resolving conflict handling mechanism for organization. . Because it is easily discusses face to face with partners and generating problem solving idea to solve conflict.

According to the interviewee of manager believes that conflict is handling in the following ways within the organization.

Arbitration: the manager depicted that it is possible to use settlement when they face conflict.

Negotiation: most of the time the organization uses this type of mechanisms to solve the conflict in different area of the organization. Employees in the Wolkite City Administration try to solve the problem without the involvement of third party who facilitates the resolution process.

Furthermore, mediation is also important tool in order to solve conflict as much as possible. With the assistance of a mediator, the parties try to identify the dispute issue, develop options, and consider alternatives and the manager of Wolkite city Administration try to reach an agreement to resolve the dispute.

Table 4.7, Training on conflict related issue

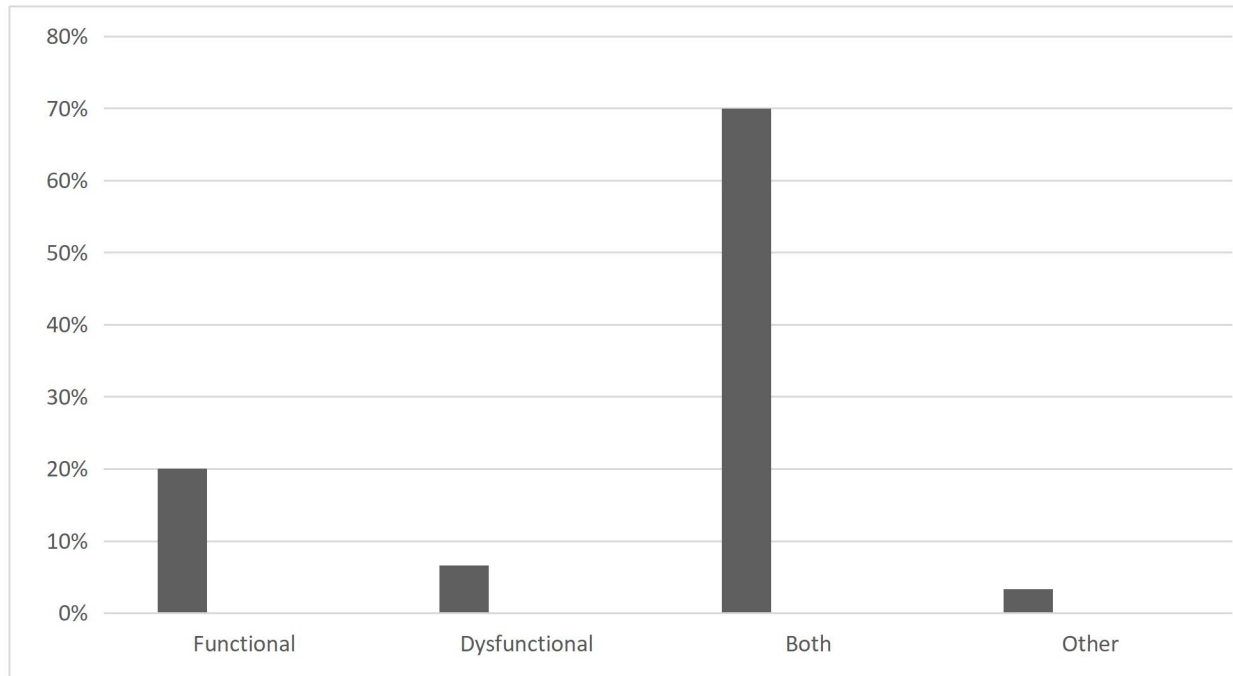
Item of description	Response	No of respondents	Percentage
Is there the presence of special training on conflict related issue?	Yes	19	63.33
	No	11	36.67
	Total	30	100

Source own survey, 2025

As shown above table 4.7 19(63.33%) of respondents have get a chance to take a special training on conflict and 11(36.67%) of respondents not get a chance to participate training on conflict related issue. From this, the researcher conclude that majority of respondents can get a special training in conflict related issue. This is because of the organization objective based on their level of position.

According to the interviewee of manager indicated that the organization giving training to employees based on their level of position to resolve conflict in the organization. It also gives awareness to employees to reduce conflict in the organization.

Graph 4.2 the possible outcome of conflict in the organization.



Source own survey, 2025

According to graph 4.2 Participants whose accounts 6(20%) conflict has a functional outcome and 2(6.67%) conflict has a dysfunctional outcome, 21(70%) conflicts has both functional and dysfunctional and 1(3.33%) has others. majority of respondents believe that conflict occur in the organization have both functional and dysfunctional outcomes. The researcher concluded that the organization have an outcome of both factors (functional and dysfunctional). So it is possible to handle conflict.

Table 4.8, Organization suggestion box

Item of description	Response	No of Respondents	Percentage
The existence of suggestion box in the organization.	Yes	30	100
	No	—	—
	Total	30	100

Source, Owen survey: 2025

According to the above table 4.8, all employee said that, organization have a suggestion box. The researcher understands that, the presence of suggestion box in the organization leads to

productivity and it can improve the performance of the organization by handling the problem of the organization. The manager of the organization can easily understand the problem of employees.

Table 4.9, frequency of conflict in the organization

Item of description	Response	No of respondent	Percentage (%)
Occurrence of conflict in the organization.	Always	2	6.67
	Sometimes	27	90
	never	1	3.33
	Total	30	100

Source: own survey, 2025

As shown in the above table 4.9 most of the respondents 27 (90%) of the employee in the organization replied that conflict occurs sometimes in the organization. On the other hand 2(6.67%) of the city employee said that conflict occurs always in the city and 1(3.33%) of the respondents responds conflict never occurs in the Town. This implies that conflict arise sometimes in the city.

Table 4.10 Attitude of the respondent towards conflict

Item of description	Response	No of respondent	Percentage (%)
Perception of conflict in the organization	Necessary	9	30
	Not necessary	6	20
	Sometimes	15	50
	Total	30	100

Source: own survey, 2025

According to the table 4.10 shows it is intended to deal with the attitude of the respondent towards conflict. As the table shows that majority of the respondent's attitude towards conflict in both necessary and sometimes necessary dimension which constitute 9(30%) and 15 (50%) respectively. On the other hand 6(20%) of the respondent said that conflict is not necessary from the city. Generally the researcher concludes that conflict is occurring sometimes in the organization.

Table 4.11 Response of respondents on did conflict increase efficiency of Wolkite city administration

Item of description	Response	No of respondent	Percentage
Does conflict increase efficiency of the organization?	Yes	9	30
	No	21	70
	Total	30	100

Source own survey may, 2025

As the above table 4.11 shows, 9(30%) of respondents were answered yes and 21(70%) respondents were answered no. So majority of respondents answered conflict did not increase efficiency of the organization. Because of the employee of city work smoothly and conflict is resolved by negotiation and arbitration. From this, the researcher can concluded that does not increase efficiency rather it leads to disorder of functional department. But according to Robbins Conflict can have raise performance and efficiency between employer and employees, management and workers, department and other, stock holders, producers and customers and between various employees or labour unions that are often politically motivated (Robbins 1995).

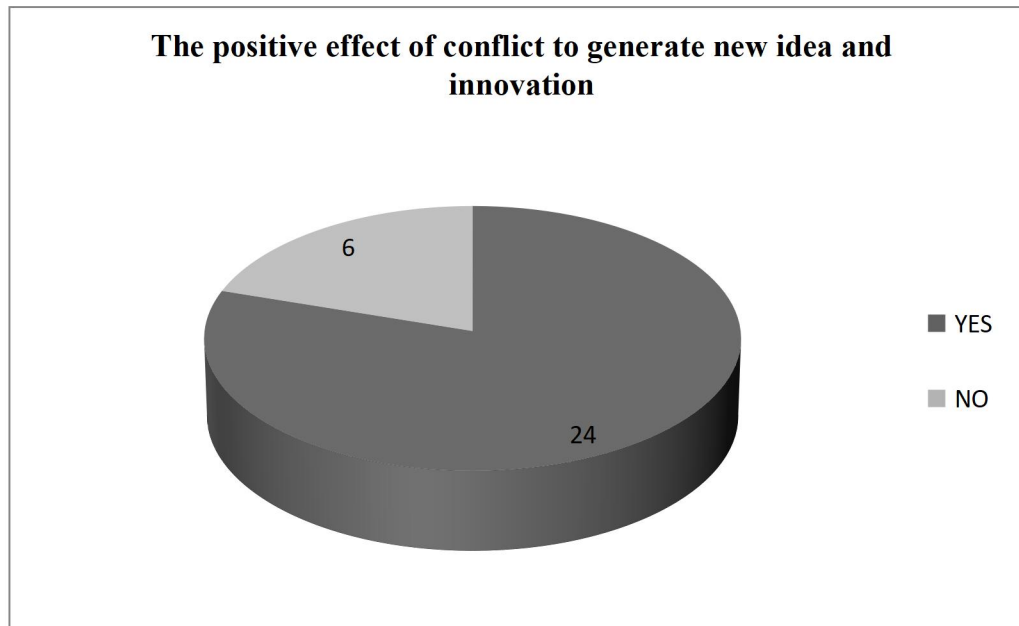
Table 4.12 Response of respondents on conflict increase commitment of organization

Item of description	Response	No of respondents	Percentage (%)
Does conflict increase commitment in the organization?	No	19	63.33
	Yes	11	36.67
	Total	30	100

Source own survey 2025

As show in the above table 4.12, 11(36.67%) of respondent's belief conflict does increase commitment on organization and the rest of 19(63.33%) of respondents are not increase commitment of organization. From this point of view the researcher can understand that conflict does not increase commitment in organization.

Pie chart4.3 Response on did conflict leads to new idea and innovation.



Source own survey, 2025

As shown above pie chart 4.3 majority of respondent's belief that conflict can lead to innovation and new idea. Those participants whose account were 24(80%) and respondents whose account 6(20%) belief that conflict cannot increase new idea and innovation in the organization. from this the researcher conclude that conflict lead to new idea and innovation in the organization and it is important for them.

Table 4.13, Response on did conflict improve quality of performance

Item of description	Response	No of respondents	Percentage
The contribution of conflict to improve quality of performance.	Yes	20	70.1
	No	10	29.9
	Total	30	100

Source own survey, 2025

In the above table 4.13 majority of respondents 20(70.1%) said that conflict can improve qualities of decision and respondent whose account 10(29.9%) said that conflict cannot improve quality of decisions. Form this, the researcher concludes that conflict can improve quality of decision and it increases the organization performance.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1. Conclusion

This study was conducted on the impact of conflict and its handling mechanisms on employee's performance in the case of Gurage Zone Wolkite city administration. Based on the already analysed data the following conclusions are drawn below.

- ❖ As indicating in the finding that organization conflict affects employee performance. This leads to organization not achieves objective.
- ❖ The result of the study revealed that interpersonal conflict is the frequently occurred type of conflict in the organization. As indicating in the finding conflict in the organization have affect positively and negatively. As indicating in the findings organization have use conflict handling mechanism.
- ❖ Majority of respondent conformed that organization uses negotiation as conflict handling mechanism in order to handle the conflict.
- ❖ As indicating in the finding organization are given special training for employees.
- ❖ Majority of respondent conformed that organization have an outcome of both factors (functional and dysfunctional). So it is possible to handle conflict.
- ❖ As in indicating in the finding conflict is arise in the organization sometimes. As indicating in the finding conflict in the organization is sometimes necessary. This means conflict is positive contribution or functional contribution for organization.
- ❖ As indicating in the finding conflict is not increasing efficiency of employee. This shows majority conflict in the organization is negatively affect for employee efficiency.
- ❖ As indicating in the finding Dysfunctional conflict in the organization are does not increase commitment of the organization or employee.
- ❖ As indicating in the finding functional conflict can leads to generate new idea and innovation. As indicting in the finding conflict can improve quality of decision performance.

5.2 RECOMMENDATION

- ❖ To avoid this conflict organization better to create good working environment and good internal employee with employee and employee with manager relation.
- ❖ In order to remove frequently occurring type of conflict in the organization, it is advisable if the organization as builds harmonious relationship among individuals such as coffee ceremony, friendly football completion trips.
- ❖ Although positively effect is good for organization but negatively effect is ham for organization so organization should improve positively effect and avoid negative effect by different method.
- ❖ Organization should strive to work and use good handling mechanism to improve its performance.
- ❖ . Negotiation is best to handle conflict from other mechanism but according to conflict organization use other conflict handling mechanism to more effective.
- ❖ The manager of the organization should give special training for the employees are enter the organization or before start a work the manger most educes or aware the conflict handling mechanism to the employees.
- ❖ . Organization should use only functional conflict by avoiding dysfunctional conflict gradually
- ❖ By using conflict handling mechanism organization should avoid conflict by long term or gradually, but it is not totally avoid.
- ❖ Most of a time conflict is negative attitude but this conflict is leads to solution by as a source of idea.so organization should see conflicts both functional and dysfunctional way.
- ❖ To increase employee efficiency organization use different conflict handling mechanism and mangers are open mind to discuss with employees and freely negotiate.
- ❖ To increase organization commitment organization manager should consulate employee with employee, employee with manage relation.
- ❖ Conflict is proactive attitude for innovation and generates new idea but not always organization manager is sustaining positive side of conflict.
- ❖ Conflict is important for improve quality so manager should see alternatives of conflict solving method and

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APENDIX
WOLKITE UNIVERSITY
COLLEGE OF BUSINESS & ECONOMICS
DEPARTMENT OF MANAGEMENT

Dear respondents, I am graduating class student (BA) Degree in management. The purpose of this questioner is to conduct a research on the impact of conflict and conflict handling mechanism on employee performance .Your responses are very much important for the success of the study and you are expected to be confidential. . So you are kindly requested to give accurate and relevant information which is the most valuable input for the success of my study. Please be aware that there is no any political, economic and social or psychological harm on you due to responding these questions. You are kindly requested to fill the questionnaires.

Thank you in Advance for your cooperation

Directions

- ✓ Please you do not write your name & address.
- ✓ To show your answer, “√” on the box provide for choice question
- ✓ Respond to the question based on your knowledge and experience
- ✓ All information given would be treated with most confidentiality

Part one: Personal Information

1. Sex Male ☐ female ☐
2. Age A. 18-20 ☐ B. 20-30 ☐ C. 30-40 ☐ D. Above 40 ☐
3. Level of education A. Diploma ☐ B. degree ☐
C. Master ☐ D. above ☐
4. How long have you served in the organization?
A. 0-5year ☐ B. 6-10 year ☐ C. 11-15 year ☐ D. above 15 year ☐

Part Two; Questionnaire Related to the study

4. Does the conflict in your organization have an impact on your performance?

A. Yes ☐ B. No ☐

5. If your answer for Question No, 4 is “yes” how it affect your performance

A, positively affect ☐ B, Negatively affect ☐ C, Both ☐

6. If your answer for Question No. 5 is positive did it improve your performance?

A) Yes ☐ B)No ☐

7. Which type of conflict occurred most frequently in your organization? (More than one answer are possible)

A. Intra-personal conflict ☐

B. Inter personal conflict ☐

C. Inter group conflict ☐

D. Intra organizational conflict ☐

E. Inter organizational conflict ☐ F. Other type of conflict ☐

8. Is there any conflict handling mechanism in your organization?

A. Yes ☐ B. No ☐

9. If your answer is “Yes” for question, no, 8 which type of conflict handling mechanism applied in your organization?

A. Arbitration ☐ E. Collaborations ☐

B. Negotiation ☐ F. Compromising ☐

C. Avoidance ☐ G. Other ☐

D. Accommodation ☐

10. Have you taken any special training on conflict related issue?

A. Yes ☐ B. No ☐

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

A. Functional ☐ C. Both ☐

B. Dysfunctional ☐ D. Others ☐

12. Does the organization have any suggestion box?

A. Yes ☐ B. No ☐

13. How often conflict arise in your organization?

A. Always ☐ B, Sometimes ☐ C, Never ☐

14. How do you perceive conflict in your organization?

A, Necessary ☐ B, Unnecessary ☐ C, Sometimes necessary ☐

15. Did conflict increase efficiency in wolkit city adminstration?

A) Yes ☐ B) No ☐

16. If question N0.15 answers **NO**, What is the reason?

.....
.....

17. Did conflict increase commitment in your organization?

A) Yes ☐ B) No ☐

18. Did conflict lead to new ideas and innovation in your organization?

A) Yes ☐ B) NO ☐

19. If question number 18 ,answers **NO**, What is the problem, not, led to generate new idea and innovation?.....

.....

20. Did conflict improve quality of your performance?

A) Yes ☐ B) No ☐

INTERVIEW QUASTION

1) What is the impact of conflict in your organization performance?

2) What is the mechanism to resolve conflict?

3) Have you conducted training to reduce the impacts of conflict in your organization.

