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ABSTRACT

The research deals with assessing conflict management in Wolkite University, college of business and economics. The research focuses on identifying and clarifying the source of conflict and conflict management. The study used descriptive type of research design. The method used to collect data from employees is census. The secondary data was the main type of data used collected through using internet. in this research secondary data was collected by books and internets used to the study. To conduct this research all 75 employees of the organization are fully participated in the study The finding of the study includes that the organization have conflict management method, it gives possibility to reduce conflict in the organization, All the data gathered from secondary source (internet, journal, and organization published articles) were used to give finally, conclusion and suggestion

CHAPTER ONE

1. INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Conflict is a process in which one party perceives that their interests are being opposed or negatively affected another party. They also stated that conflict process begins with the sources of the conflict, incompatible values or goals different. Values and other conditions lead one or more or both paretic to perceive conflict exists. Whenever people work together, the potential for conflict exists. Conflict exists because people do not always agree on goals, issues, perceptions and people inevitably compete with each other, (Plunkett 1994 P.506)On the other hand, conflict can be result of distrust, fear, anxiety, tension and other potentially dysfunctional causes. for example, when resources are being allocated it is not un usual to find individuals varying with each other for their share of money or units competing for increased budget allocations. In such case, given the fact there are usually limited resources, when one party wins, others loses. (R. Hodget 2000 P.295)

As Dossier, at least three kinds of conflict can be identified in organizations. For example role conflict, inter personal conflict, inter group organization conflict for a long time management and employees believed that all conflict was inherently bad today, that view has been changed as managers have come to realize that conflict can bring necessary changes .Due to this nature of conflict a great deal of attention has been given to most organizations toRE- enforcing this idea.Dossier has worked in his book in this way" Now days the issue of conflict and conflict management has become a great concern in most organization. In survey of top and middle managers, for example managers rated" conflict management" as of equal (slightly higher) importance than topics like planning, motivation and decision making. Managers spent about 20% of their time in conflict management. Yet, they didn't consider the conflict level in their organizations to be excessive. It is not possible that more organization fails because too little conflict rather than too much (Robbins 2005)

Practices to conflict resolution in a changing world the world has transformed rapidly in the decade since the end of cold war. An old system is gone and, although it is easy to identify what has changed, it is not yet clear that a new system has taken its place. Old patterns are emerging; it is still too soon to define them clearly. the list of potentially epoch making changes is familiar by now: the end of an era of bipolarity, a new wave of democratization, increasing globalization of information and economic power, more frequent effort at international coordination of security police, a rash of sometimes-violent expressions of claims to rights based on cultural identity, and a redefinition of sovereignty that imposes on states new responsibilities to their citizens and the world community.

The conflict resolution to Africa an observation of conflict trend in Africa indicates that intrastate armed conflict, which were on the rise between 1990 and 1998,have significantly decreased in number. Many conflicts on the continent have been settled and others are in the process of being resolved, generally through peaceful means. However, a number of conflicts remain a challenge in Africa. The daunting challenge of post- conflict reconstruction facing the majority if not all African countries recovering from violent conflicts despite the encouraging recession in the number of armed conflict in Africa, the positioning of Africa states at a transitional crossroads renders them more likely to experience periods of instability as they move towards establishing new socio-economic and political framework. Conflict resolution in Ethiopia could easily be handled at the grass root levels by the societies themselves without the direct intervention of the government. After all, Ethiopia is believed to be the home of more than 80 ethnic groups. They have their own distinct, and cultures. These various ethnic and cultural groups for, as to as long years have developed their own unique political or administrative, economic, social and judicial system

1.2 Statement of the Problem

For any organization to perform effectively, independent individual and groups must establish working relationship across organizations boundaries. Individual and groups may depend on one another for information, assistance or coordinated action. But the fact is that they are independent and such independence may faster them to conflict managers

stand at the interface of intergroup relationship and conflict they entail. At a time, the manager act as a liaison directly linking his or her work unit with one or more others. At other times, manager is a higher level of authority to which multiple subunits report. In each case, intergroup relationship must be properly managed to maintain collaboration and avoid dysfunctional consequences from any conflict that occur.(Schermerhorn, 1991)

Conflict is a problem of many today organization regardless of their size, nature of activities, geographical location and other related factors, when people interact with one another they often run in to conflict resolution because, people differ in their values, perception, attitude, approaches and other related factors. For this reason of conflict resolution is important in any organization because it conflict affects efficiency and effectiveness of organization performance and this would be the reason that motivated the researcher to conduct a study of conflict resolution in wolkite University College of business and economics.

1.3 Research Questions

Based on the problem, the study tries to answer the following basic question

1 What are the types of conflict resolution practice wolkite University College of business and economics?

2. What are the sources of conflict resolution practice wolkite University College of business and economics?

3. What is a conflict resolution strategy to use wolkite University College of business and economics?

1.4. Objective of the Study

1.4.1 General Objectives

The general objective of the study was an assessment of conflict resolution in wolkite University College of business and economics.

1.4.2 Specific Objective

The specific objectives of this stud were as follows

- To identify the types of conflict resolute wolkite university college of business and economic.
- To identify sources of conflict resolute wolkite University College of business and economic.
- To assess the conflict management wolkite university College of business and economics.

1.5 Significance of the Study

Conflict occurs among individuals, within group, between groups, and communities of the organization. The study shows practice on conflict resolution methods Serving as an input to use conflict resolution of wolkite university college of business and economics, serving as a reference for other researchers to conduct research on similar topic in the organization, contribute a better understanding about the conflict resolution for wolikte university college of business and economics, Help to specify the factors that hinder the conflict resolution practice contribute for further strengthening the organization, It service as a useful input for those individual interested to carry out in depth studies in similar.

1.6 Scope of the Study

The study was only limited wolkite university business and economics due to the difficult to assess the related problem of all organization. The researcher priority interested and difficult to the willingness of respondents The researcher willing to assess different conflict resolution factors that affect in the organization but only limited practice on conflict resolution

1.7 Organization of the study

The study comprise three chapters. Chapter one deals with introduction and gives an overview of the study, which serves as an introductory chapter to the entire research.

Chapter Two**:** can cover a review of effect of literature on the research topic.. Chapter Three: would explain the research methodology and discusses the data collection methods and justification of selected research techniques and finally draws information from previous chapters to provide findings, conclusions and suggestion.

CHAPTER TWO

2 Review of Related Literature

2. 1 Introduction

Conflict is disagreement between two or more parties who perceive that they have in compatible concerns. It is a state of discord caused by the action or perceived opposition of needs, values and interest between people working together. Conflict exists whenever an action by one party is perceived as preventing or interfering with the goal, needs or action of the party. Conflict can arise over a multiple of organization experiences such as incomputable goals, differences in interpretation, negative felling, differences of value and philosophies and disputes over resources. Conflict is a tension or stress involved when satisfaction of needs is towards by equally attraction over unattractive alternatives. (John M. Ivencech, 2005)

2.2. Stage of Conflict

Conflict does not exist until one party perceives that another party may negatively affect something that the first party cares about, the development of conflict marks the start of the process.

2.3 contemporary perspectives of inter group conflict

Conflict is in evitable in organization. Inter group conflicts however can be both positive and negative force. So management should not eliminate all conflict, but only conflict that would have destructive impact on organization effort to achieve goals.

2.4. Level of Conflict

Interpersonal Conflict-conflict that can occur within employees, between individuals or groups and across organization as the compute

Interpersonal Conflict- is a need to protect one's self image and self esteem from damage by other. These are serious problem to many people because they deeply affect person's emotion.

Inter group Conflict-conflict between different departments because of problem. Conflict arises from such causes as different viewpoints, group loyalties, and competition for resources

2.5 Sources of Conflict

i. **Organizational Change-** people holds differing views over the direction to go, the routes to take and their likely success, the resource to be used and probable outcomes.

ii. **Personality Clashes –**personality differences can cause; they are also rich resources for creative problem.

iii. **Different Sets of Values-** peoples also hold different sets of beliefs and values systems which lead different direction.

2.6 Conflict Resolution Strategies

The simplest strategies of conflict resolution focus on either cooperation or completion, but a widely used approach suggests that there are at least for clearly different strategies.

2.7 Inter group Behaviour and Conflict

Inter group behaviour occurs when ever individuals belong to one group in tract, collectively or individually, with another group or its members in terms of their reference group identification several antecedent condition have been identified for explaining intergroup conflict.

2.8 Personal Conflict

Conflicts sometimes have a distraction effect on individuals and group at other time. However, conflict can increase the capacity of those affected to deal with problem and there for it can be used as a motivating force towards innovation and changes. Conflict is encountered in two general form; personal conflict and conflict within group. Personal conflict refers to an individual inner working and personality problem may difficulties. In this these are beyond the scope of management and more in the providence of professional counsellors. But there are some aspects of personal conflict that manager should understand and that they can provide solution (Stephen p. Robbins, 1993)

2.9 Types of Conflict

Among the many conflict situation in organization, for basic types exists. An effective manager is able to recognize these for their potential to create conflict.

2.10 Causes of Intergroup Conflict

Every group comes in at least partial conflict with every other group which it in tracts. Work interdependence, goal difference, and perceptual differences are the more important factors that contribute to group conflict.

2.11 Conflict Management

Conflict in organization is inevitable. Manager should recognize that the process of conflict management can be subtle, active, and exceedingly difficult

2.12 Resolving Conflict through Negotiation

Negotiation is a process in which two or more parties exchange goods or services attempt to agree on the exchange rate for them. Negotiation permeates the interaction of almost everyone in group and organizations. There's the not so obvious: labor bargain with management. There's the not so obvious: manager negotiate with employees, peers, and bosses, salesperson negotiation with customers; purchasing agent negotiate with suppliers. (Steplen p. and Timothy A. 2007)

Negotiation occurs when every two or more conflicting parties attempt to resolve their divergent goal by redefining the terms of their interdependence. People negotiate when they think that discussion can produce more satisfactory arrangement in their exchange of goods or services. Negotiation is not an obscure practice reserved for labor and management bosses when hammering out a collective agreement. Every one negotiates every day. Negotiation is particularly evident in the work place because employees work independently with each other .negotiate with their superiors over next month work assignment, with customers over with the sale and delivery schedule of their product and with co-workers over when to have launch.(Mcshane and Glinow, 2005)

2.13 Sources of Conflict and Methods of Conflict Resolution

Introduction:

Conflict occurs between people in all kinds of human relationships and in all social settings. Because of the wide range of potential differences among people, the absence of conflict usually signals the absence of meaningful interaction. Conflict by itself is neither good nor bad. However, the manner in which conflict is handled determines whether it is constructive or destructive (Deutsch & Coleman, 2000). 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 actions and the hostile emotions are very real hallmarks of human conflict. Conflict has the potential for either a great deal of destruction or much creativity and positive social change (Kriesberg, 1998). Therefore, it is essential to understand the basic processes of conflict so that we can work to maximize productive outcomes and minimize destructive ones. This paper will briefly describe some common sources of conflict, the levels of social interaction at which conflict occurs, and the general strategies of approaching conflict that are available.

Sources of Conflict:

Early reviews in the field of conflict resolution identified a large number of schemes for describing sources or types of conflict (Fink, 1968; Mack & Snyder, 1958). One of the early theorists on conflict, Daniel Katz (1965), created a typology that distinguishes three main sources of conflict: economic, value, and power.

1. **Economic conflict**

Involves competing motives to attain scarce resources. Each party wants to get the most that it can, and the behavior and emotions of each party are directed toward maximizing its gain. Union and management conflict often has as one of its sources the incompatible goals of how to slice up the “economic pie”.

2. Value conflict

Value conflict Involves incompatibility in ways of life, ideologies the preferences, principles and practices that people believe in. International conflict (e.g., the Cold War) often has a strong value component, wherein each side asserts the rightness and superiority of its way of life and its political-economic system. 3. Power conflict occurs when each party wishes to maintain or maximize the amount of influence that it exerts in the relationship and the social setting. It is impossible for one party to be stronger without the other being weaker, at least in terms of direct influence over each other. Thus, a power struggle ensues which usually ends in a victory and defeat, or in a "stand-off" with a continuing state of tension.

Power conflicts

Can occur between individuals, between groups or between nations, whenever one or both parties choose to take a power approach to the relationship. Power also enters into all conflict since the parties are attempting to control each other. It must be noted that most conflicts are not of a pure type, but involve a mixture of sources. For example, union-management conflict typically involves economic competition, but may also take the form of a power struggle and often involves different ideologies or political values. The more sources that are involved, the more intense and intractable the conflict usually is. Another important source of conflict is ineffective communication. Miscommunication and misunderstanding can create conflict even where there are no basic incompatibilities. In addition, parties may have different perceptions as to what are the facts in a situation, and until they share information and clarify their perceptions, resolution is impossible. Self-centeredness, selective perception, emotional bias, prejudices, etc., are all forces that lead us to perceive situations very differently from the other party. Lack of skill in communicating what we really mean in a clear and respectful fashion often results in confusion, hurt and anger, all of which simply feed the conflict process. Whether the conflict has objective sources or is due only to perceptual or communication problems, it is experienced as very real by the parties involved.

Escalation of Conflict:

A final source of conflict is more additional than basic, that is, it comes in after the conflict has started. Conflicts have a definite tendency to escalate, i.e., to become more intense and hostile, and to develop more issues, i.e., what the parties say the conflict is about. Therefore, escalating conflicts become more difficult to manage. The process of escalation feeds on fear and defensiveness. Threat leads to counter threat, usually with higher stakes at each go-round. Selective and distorted perception justifies a competitive and cautious approach as opposed to a trusting and cooperative one. Through Deutsch's crude law of social relations (1973), competition breeds competition, rather than cooperation. The self-fulfilling prophecy comes into play. Each party believes in the evil intentions of the other and the inevitability of disagreement, and therefore takes precautionary actions which signal mistrust and competitiveness (Blake, Shepard & Mouton, 1964). When the other party then responds with a counteraction, this is perceived as justifying the initial precautionary measure, and a new spiral of action and counteraction begins. Through the norm of reciprocity, stronger attempts to control are met not only with stronger resistance, but more contentious attempts to gain the upper hand. With each succeeding spiral of conflict, polarization grows and the parties become more adamant and intransigent in their approach to the situation. Even though the intensity of the conflict may moderate for periods of time, the issues remain, and a triggering event induces conflictual behavior with negative consequences, and the conflict has moved one more step up the escalation staircase. When parties become "locked in" to a conflict they are usually unable to get out by themselves, and the intervention of a third party in the role of arbitrator, mediator or consultant may be required (Fisher, 1972, 1997).

Levels of Conflict:

Conflict can occur at a number of levels of human functioning. Conflict in your head between opposing motives or ideas is shown by your "internal dialogue" and is at the intrapersonal level. Beyond that, the primary concern here is with social conflict, i.e., conflict between people whether they are acting as individuals, as members of groups, or as representatives of organizations or nations.

Interpersonal conflict

occurs when two people have incompatible needs, goals, or approaches in their relationship. Communication breakdown is often an important source of interpersonal conflict and learning communication skills is valuable in preventing and resolving such difficulties. At the same time, very real differences occur between people that cannot be resolved by any amount of improved communication. "Personality conflict" refers to very strong differences in motives, values or styles in dealing with people that are not resolvable. For example, if both parties in a relationship have a high need for power and both want to be dominant in the relationship, there is no way for both to be satisfied, and a power struggle ensues. Common tactics used in interpersonal power struggles include the exaggerated use of rewards and punishments, deception and evasion, threats and emotional blackmail, and flattery or ingratiation. Unresolved power conflict usually recycles and escalates to the point of relationship breakdown and termination.

Role conflict

Involve very real differences in role definitions, expectations or responsibilities between individuals who are interdependent in a social system. If there are ambiguities in role definitions in an organization or unclear boundaries of responsibilities, then the stage is set for interpersonal friction between the persons involved. Unfortunately, the conflict is often misdiagnosed as interpersonal conflict rather than role conflict, and resolution is then complicated and misdirected. The emotional intensity is often quite high in role conflict since people are directly involved as individuals and there is a strong tendency to personalize the conflict.

Intergroup conflict

Conflict Occurred between collections of people such as ethnic or racial groups, departments or levels of decision making in the same organization, and union and management. Competition for scarce resources is a common source of intergroup conflict, and societies have developed numerous regulatory mechanisms, such as collective bargaining and mediation, for dealing with intergroup conflict in less disruptive ways. Social-psychological processes are very important in intergroup conflict (Fisher,

1990). Group members tend to develop stereotypes (oversimplified negative beliefs) of the opposing group, tend to blame them for their own problems (scapegoating), and practice discrimination against them. These classic symptoms of intergroup conflict can be just as evident in organizations as in race relations in community settings. Intergroup conflict is especially tense and prone to escalation and intractability when group identities are threatened. The costs of destructive intergroup conflict can be extremely high for a society in both economic and social terms.

Multi-Party Conflict

Conflict Occurred in societies when different interest groups and organizations have varying priorities over resource management and policy development. These complex conflicts typically involve a combination of economic, value and power sources. This complexity is often beyond the reach of traditional authoritative or adversarial procedures, and more collaborative approaches to building consensus are required for resolution (Cormick et al, 1996; Gray, 1989).

International conflict

occurs between states at the global level. Competition for resources certainly plays a part, but value and power conflict are often intertwined and sometimes predominate. The differences are articulated through the channels of diplomacy in a constant game of give and take, or threat and counter threat, sometimes for the highest of stakes. Mechanisms of propaganda can lead to many of the same social-psychological distortions that characterize interpersonal and intergroup conflict.

2.14 Methods of Conflict Resolution:

Regardless of the level of conflict, there are differing approaches to deal with the incompatibilities that exist. Conflict can result in destructive outcomes or creative ones depending on the approach that is taken. If we can manage conflict creatively, we can often find new solutions that are mutually satisfactory to both parties. Sometimes this will involve a distribution of resources or power that is more equitable than before, or in creating a larger pool of resources or forms of influence than before. Creative outcomes

are more probable when the parties are interdependent, i.e., each having some degree of independence and autonomy from which to influence the other, rather than one party being primarily dependent on the other. Given interdependence, three general strategies have been identified that the parties may take toward dealing with their conflict; win-lose, lose-lose, and win-win (Blake, Shepard & Mouton, 1964).

The win-lose approach

is all too common. People learn the behaviors of destructive conflict early in life – competition, dominance, aggression and defense permeate many of our social relationships from the family to the school playground. The "fixed pie" assumption is made, often incorrectly, that what one party gains, the other loses. The strategy is thus to force the other side to capitulate. Sometimes, this is done through socially acceptable mechanisms such as majority vote, the authority of the leader, or the determination of a judge. Sometimes, it involves secret strategies, threat, innuendo – whatever works is acceptable, i.e., the ends justify the means. There is often a strong we-they distinction accompanied by the classic symptoms of intergroup conflict. The valued outcome is to have a victor who is superior, and a vanquished who withdraws in shame, but who prepares very carefully for the next round. In the long run, everyone loses.

The lose-lose strategy

is exemplified by smoothing over conflict or by reaching the simplest of compromises. In neither case is the creative potential of productive conflict resolution realized or explored. Disagreement is seen as inevitable, so therefore why not split the difference or smooth over difficulties in as painless a way as possible? Sometimes, this is indeed the reality of the situation, and the costs are less than in the win-lose approach, at least for the loser. Each party gets some of what it wants, and resigns itself to partial satisfaction. Neither side is aware that by confronting the conflict fully and cooperatively they might have created a more satisfying solution. Or the parties may realistically use this approach to divide limited resources or to forestall a win-lose escalation and outcome.

The win-win approach

is a conscious and systematic attempt to maximize the goals of both parties through collaborative problem solving. The conflict is seen as a problem to be solved rather than a war to be won. The important distinction is we (both parties) versus the problem, rather than we (one party) versus them (the other party). This method focuses on the needs and constraints of both parties rather than emphasizing strategies designed to conquer. Full problem definition and analysis and development of alternatives precede consensus decisions on mutually agreeable solutions. The parties work toward common and superordinate goals, i.e., ones that can only be attained by both parties pulling together. There is an emphasis on the quality of the long term relationships between the parties, rather than short term accommodations. Communication is open and direct rather than secretive and calculating. Threat and coercion are proscribed. The assumption is made that integrative agreements are possible given the full range of resources existing in the relationship. Attitudes and behaviors are directed toward an increase of trust and acceptance rather than an escalation of suspicion and hostility. The win-win approach requires a very high degree of patience and skill in human relations and problem solving.

Conclusion: Conflict is an inevitable fact of human existence. If we work to understand and manage it effectively, we can improve both the satisfaction and productivity of our social relationships.

2.15 Empirical review

Conflict has been studied over centuries by many great minds. But a more systematic study has been possible only since the twentieth century (Schellenberg 1996). With the emergence of political anthropology as a special branch of social anthropology, marked by the publication of "African Political Systems" (1940), edited by Fortes and Evans-Pritchard, that the study of conflict resolution became prominent. However, theoretical controversies over the subject of conflict and its resolution have survived a long history of the study. From the very outset, scholars do not agree upon whether conflict is a disjunctive process or sociation. Some scholars have contended that conflict has a divisive effect. For instance, Durkheim (cited in Sipova, 1989) considered conflict as an abnormal phenomenon. He used the term anomie or pathology to describe it. Similarly,

Wilson and Kolb (1949, cited in Colser, 1964) believed that conflict has a disjunctive effect.

Many other scholars have repudiated this view. Park and Burgess (1921) and Simmel (1955), cited in Colser (1964) argue that every interaction among men is a satiation, so is conflict. Conflict is a means to solve and avert complete fission, thereby preserve some kind of unity. Similarly, Bohannan (1967: XI - XIV) characterizes conflict to be as basic as culture is in society, which possibly controlled and utilized profitably for better cultural development and maintenance of social order. Schellenberg (1996) states that conflict is neither bad nor good, but one of the essential in human social life. Gluckman (1956), Gulliver (1963) and Nanda (1994) agree with the view that conflict is a part of social life and society is impossible without it. Further, Marxian view conflict not only as built into the social system but also as the primary stimulus for social change (Seymour-Smith, 1986: 51). Robbins (2005) has defined as ―a process that begins where one party perceives that another party has negatively affected, or is about to negatively affects something that the first party cares about. This is a very apt definition emphasizing that conflict is about perception not necessarily real hard facts. It points to the emotional nature of conflict, by referring to a word like care. It states that more than one party is involved and that there may be future component attached to it.

Conflict means to be in opposition to one another. It refers to disagreement between people or members of organizations. Such disagreement is inherent in relationships between all human beings. Larfela (1988) concurs with this view when he defines conflict as: "Part of the competition process that is basic to the survival and successful evolution of the species, homosapiens and to his search for new and better ways to cope with limited resources and stress from environmental change." According to this definition it is obvious that conflict always exists between people, groups of people, members of an organization and between organizations which are related in one way or another.

Organizational conflict is defined as the behavior intended to obstruct the achievement of some other person's goals. Conflict is therefore a product of incompatibility of goals and it arises from opposing behaviors. According to Lewis, French and Steane (1997), conflict within an organization is inevitable. This is a consequence of boundaries arising within any organizational structure, creating separate groups that need to compete for scarce resources.

Rivers (2005) published research that suggested that the mere fact of categorization (between us and them) is enough to cause conflict. They term this the social identity theory. This categorization is exactly what happens when groups are formed; representing different functions within an organization and it support the notion that is inevitable. (Lewis, 1997). Appelbaum, Abdallah and Shapiro (1999) further builds on this by stating that conflict is a process of social interaction. It involves a struggle over claims to resources, power and status, beliefs, preferences and desires. Darling and Walker (2001) link this idea to the organization by stating that, even when conflict is a natural phenomenon in social relations, it can nevertheless be managed within companies.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Data type and source

This study used both primary as well as secondary data sources to obtain necessary information that answer the research questions. Qualitative data type the main type's data for the study work

3.2 Study Design

To carry out this study, descriptive type of research in order to describe, compare analyses and interpret the event which is finding to be suitable for the study. The researcher used cross-sectional descriptive research design which involves only one contact with the study populations. It was conducted for the purpose of identifying an assessment of conflict resolution College of business and economics. Also because it helps to review the theories and concepts and the data already in narrative forms and it involves gathering data that describes them.

3.3 Data Collection

The researcher used and published materials and documents revised to collect secondary data

3.4 SAMPLING SIZE AND TARGET POPULATION

Wolkite University College of business and economics have total target population of 75. The type of sampling technique that was implemented in this study was census method because the number of the target population in the case area is very small.

3.5 Conclusions

The research finding from literature and empirical review shows the following conclusions:

The first issue was concerning type of conflict resolution method used. And from result found, there exist mostly unfair arbitration and using weak method of conflict resolutions. Managers mostly exert an influence forcedly on one party (i.e. employee) instead of arbitrate. Besides, when evaluating the result from the conflict resolution technique used, as a whole most respondents agreed that it is weak.

Second point raised in this research study was about the major causes of conflict in the company. And from the research study, lack of transparency during overtime work, promotion and salary increment stage, lack of team sprit among employee and inappropriate decision of managers are the major cause of conflict.

Thirdly Conflict management strategies in wolkite University, College of business and economics, Have been relatively useful in minimizing the incidence of disruptive conflicts. There is a significant relationship between conflict management strategies and employees in the organization there is a significant relationship between managerial and non-managerial employees perception of the effectiveness of conflict management strategies.

3.6 Suggestion

The researcher of this study forewords the following suggestion the round of researcher finding.

From the above finding it is possible to understand that there is a situation that invests workers for conflict and conflict resolution is not functioning well to against the situation. Hence, there is a situation that posse's workers for conflict it is advisable for the organization to make use of group conflict resolution and tackling the real cause of the conflict.

As it is mentioned above most frequently occurring and influencing types of conflict is between management and workers because of poor communication that exist in the organization. so it is better for organization to minimize poor communication in the organization and organization have to use management by objective why because this method allow units, department and employee of organization have equal share of decision making. In doing so, transparency will develop and the rate of mentioned conflict decreases gradually in the organization.

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