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CONFLICT AND ITS MANAGEMENT IN ABEBECH GOBENA YEHETSANAT
KEBEKABENA LIMAT MAHIBER

BY: HENOK ALENE

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CONFLICT AND ITS MANAGEMENT IN ABEBECH GOBENA YEHETSANAT KEBEKABENA LIMAT MAHIBER

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BY: HENOK ALENE

Approved by Board of Examiners

Chairman, School Signature Date

Graduate committee

Advisor Signature Date

Internal Examiner Signature Date

External Examiner Signature Date
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ABSTRACT

This study deals with nature of conflict and style of management in the work place: the case of Abebech Gobena Yehetsanate Kebekabena Limat Mahiber (AGOHELMA). The main objective of this study was to explain the nature of conflicts and management styles used by workers AGOHELMA. Data was collected 9 Male and 7 from Female sources using key informant interview and 12 for focus group discussion. The researcher used purposive sampling technique to collect valid data. Qualitative method of data analysis was used to achieve the research objective. Causes of conflicts among workers were: gossip, disobeying commands and instructions, limited resources, unable to get conducive working environment, superiority feeling and negative attitude, jealousy or envy, disrespect of workers’ rights, discrimination, absence from work and unable to be punctual, lack of smooth relationship and respect, incapable to be governed by rules and regulation, being aggressive and punishing workers, being bored and irresponsible for the organization, theft, intolerance, knowledge and information gap on rights and duties. Additional concepts of conflicts in AGOHELMA were related with: task, work performance efficiency, loafing, commands, work quality, benefits, and humiliation of workers’. Conflict management manner in the work place of AGOHELMA are shown as: discussion, forgiveness, identifying the root causes, and stability. Conflict management styles of workers were: understanding, and making conducive environment. Conflicts challenging the workers to manage are related with politics, religion, ethnic group, interference of third party, conflict related with bosses, commands out of rules & regulation of AGOHELMA. Workers’ strategies for unresolved conflicts were: reporting to higher concerned body, leave from the conflict environment, ignoring, keep silent to bosses, leaving position, asking experts and resign from work. Based on the findings the organization has been given recommend to create conducive working environment, to conduct open discussion and giving the training to reduce conflict at work environment.
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<td>AGOHELMA</td>
<td>Abebech Gobena Yehetsanat Kebekabena Limat Mahiber</td>
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<td>FGD</td>
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CHAPTER ONE
INTRODUCTION

1.1. Background of the study

According to Houghton Mifflin Intermediate Dictionary (1989) the word conflict means a clash or struggle, as of ideas, feelings, or interests. Conflict is a complicated, multi-faceted phenomenon. A singular definition of this concept has no consensus among researchers, and we still lack a clear and generally accepted definition of what constitutes conflict, that hold true today (Van Niekerk, 2012 cited Shockley-Zalabak, 1984 and Barki and Hartwick, 2004). In addition to this, regarding conflict, there are different ways of explaining the concept of conflict in the academic literature of conflict. The word conflict is itself derived from the Latin word “confligere”, which literally means, to “strike together” or to clash, engage in a fight”. Accordingly, conflict happens when different opposing groups compete with each other to achieve their intended goals. In other words, it refers to a confrontation between individuals or a group resulting from opposite or incompatible ends or means (Yemanebrihan, 2016 cited Schmid, 2002). In a similar way, Conflict, a Latin word by origin, means to clash or engagement in a fight: a confrontation between one or more parties aspiring towards incompatible or competitive means or ends (Gololch 2015 cited Miller 2005). Most of the time conflict occurs because of difference and incompatibility of thoughts, thinking and attitude. Conflict is when one individual stands in the opposite side of others attitude, belief, and thoughts (Alemu, 2009). Conflict is defined as an interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities (i.e., individual, group, organization, etc.). Calling conflict an interactive state does not preclude the possibilities of intra personal conflict, for it is known that a person often interacts with himself or herself. Obviously, one also interacts with others, and conflict occurs with one or two social entity (Rahim, M. Afzalur, 2001).

Nature and cause of the conflicts are interlinked. The nature of the conflict emanates from the cause. The cause modifies the nature (Estifanos, 2011). Conflicts are facts of life, inevitable and
often creative, in our day today interaction with others; we either observed or passed through conflicts which range from the very interpersonal quarrel, family and neighbors dispute, ethnic and interstate conflicts to the global war (Yewubneh, 2016 cited, Fisher 200). According to Esayas (2015) conflict is an inevitable phenomenon in human interactions; people experience conflict in their day to day actual life. Social, economic, religious and political issues are agreed to be at the heart of the source of human conflict.

According to Edward (1990), there are different views related with conflict for different scholars and people: **Traditional view:** according to this view, conflict is harmful and totally unnecessary for anybody and it should be avoided or it should not occur. Conflict is harmful for individuals, for society, and for country as well. Those who follow the traditional view have tried to avoid conflict in any situation. **Human relation view:** conflict is natural and it is inevitable. According to this view, if we have skill to handle conflict, the conflict will be crucial than being harmful for anybody. Conflict enhances development and it is transitional to development. **Internationalist view:** conflict is not only beneficial by bringing development rather it is very important. However, sometimes, some conflicts may lead to improvement and some conflicts may lead to distraction. For example, conflict at organization enhances creativity, enhance the skills of workers, help to be hard worker, and improve collaborative working styles.

According to Charlton (2010), conflict has direct and indirect costs. The direct costs are, court case costs: attorney’s fees, expert testimony, depositions, lost work time, transcripts, time spent working on resolving conflicts rather than other managerial duties, turnover costs for training new staff, recruitment costs. In addition to direct costs, conflict has also indirect costs; the damage of team morale, motivation for organizational change, workplace relationships, unresolved tensions that lead to future conflicts, lost opportunities for pursuing capital purchases, expanding services, enhancing customer satisfaction programs, developing staff/leaders. However, according to Yazdanifard and Huan (2012), conflict has the following importance, serve as a learning curve for all organizations. Without conflict, an organization will not improve. Superior and subordinates should learn to resolve the conflicts that occur instead of just avoiding that conflict. Conflict in the workplace tends to happen due to the following reasons:
employees’ behaviors, institutional structure and procedures, leadership management styles, recruitment and placement of employees, harassment and external influence (unfair transfer, workload, employees’ incompetence, scarce resource, rigid procedures, disagreements on goals, rewarding styles, unfair sanctions, unfair discrepancies in salary, unclear objectives, unclear policies, ambiguity of roles, unlawful salary retention, interdependence of tasks, lack of communication, nepotism and favoritism, inconsistence in decision making, weak leadership, harassment, refusal to grant sick and annual leave, mistreatment of pregnant women (Muganza, 2014).

In the work places verbal abuse is another type of conflict that has drawn attention. Verbal abuse is defined as; some form of mistreatment, spoken or unspoken, that leaves its victim feeling personally or professionally attacked, devalued or humiliated. It is communication through words, tone or manner that disparages, intimidates, patronizes, threatens, accuses or is disrespectful toward another (Bishop, 1997 cited Araujo & Sofield, 2001). At workplace conflict tends to manifest in two broad categories: (1) it can be a conflict between individuals involving colleagues, employees and their managers. In this way, it may be that two workers simply don’t get on; or that an individual has a grievance against their supervisor or manager (2), it can be also between groups involving teams or large groups of employees and management. Conflict may take the form of rivalry between teams; or it may be apparent by the lack of trust and cooperation between large groups of employees and management (Muganza, 2014). Some of the factors that can cause conflict between individuals and groups at workplace include among others the work interdependence when two or more organizational groups depend on one another to complete their tasks, differences in goals, limited resources, reward structures, difference in perceptions, unfair treatment as well as leadership management aspect (Muganza, 2014, cited Gibson et al, 1994). Alemu (2009), stated that to manage conflicts, when conflicts occur we should not be late to solve the occurred conflict; understand conflict mean hostility; knowing and understanding as conflicts have come because of different human thinking differences and their interests.
1.2. Statement of the Problem
According to Meskerem (2014), research finding the causes of conflict are favoring only the similarity of ethnicity for various promotions and increment for salary and other benefits, applying bribery to acquire and give different positions and promotions, incompatibility in knowledge and capability, misinterpretation, lack of open-mindedness, lack of respect for each other due to misunderstanding the capacity and knowledge of each other during different activities, inappropriate treatment of assigned jobs and property utilization, the need for inappropriate management position, unreasonably personal interfere, lack of good administrators.

Conflict at work place is not totally avoidable since we work together in different work places. For different reasons, workers enter into conflict in a simple triggering issue. One’s causes of conflict may not be the same for others. And also one’s conflict management style may not be the same for others. Some people resolve their conflicts in good way while, some people may not able to resolve their conflict at work place easily.

According to Martin (2011), research finding to resolve conflict: Dealing with conflict, carefully identified conflict triggers, fair process decision making, good feedback, logical argument, openness at work place, negotiation, use good conflict management skills are crucial. When one individual interact with other, there may be a conflict between two individuals because of various reasons.

However, as the researcher has observed at different times, there is a conflict among different workers and has knowledge gape on conflict and its management in Abebech Gobena Yehetsanat Kebekabena Limat Mahiber. Workers’ turnover and reporting to justice center related with workplace conflict. Before this study, there were no other studies conducted in this organization. Therefore, the researcher wanted to know conflict and its management in Abebech Gobena Yehetsanat Kebekabena Lemat Maheber. This study intended to better understanding on what nature of conflicts are and how they are managed by finding out answers to the following research questions:

1.3. Objective of the research
This research incorporated the following general and specific objectives

1.4. General Objective
The main objective of this study was to explain the nature of conflicts and management styles
used by workers at Abebech Gobena Yehetsanat Kebekabena Lemat Maheber.

1.5. Specific Objectives

✓ To identify the nature of conflicts
✓ To explain the causes of conflicts among employees in the workplace.
✓ To find out what kinds of conflicts are experienced at Abebech Gobena Yehetsanat Kebekabena Lemat Maheber among workers.
✓ To understand the conflict management styles used by employees in the work place.

1.6. Research questions

Focused on the top of objectives of the study the subsequent most important research questions are prepared, and the aim of this research was to answer the following research questions.

✓ What does the nature of conflict look like in the workplace at Abebech Gobena Yehetsanat Kebekabena Limat Mahiber?
✓ What are the causes of conflicts among the workers in the workplace Abebech Gobena Yehetsanat Kebekabena Limat Mahiber?
✓ What kinds of conflicts are experienced at Abebech Gobena Yehetsanat kebekabena Limat Maheber among workers?
✓ How do workers manage conflicts at the workplace of Abebech Gobena Yehetsanat Kebekabena Limat Mahiber?

1.7. Significance of the study

This study will be useful for:

- This study will give useful information to workers and managers giving by causes of conflict in the workplace.
- This study will be useful for workers to understand style of conflict management.
- The study also will be important for workers, by indicating the source of conflicts.
- This study is crucial to investigate the roles of workers in resolving conflicts in the workplace.

1.8. Delimitation of the study

This study was delimited to conflict and its management in Abebech Gobena Yetsanat Kebekabena, Limate Maheber. This study also included both male and female sex’s individuals
who work at this organization. However, the study would not include each employee of the organization.

1.9. Limitations of the Study

This study has the following limitations:

➢ Some research participants have not confidence to give full responses because of not to disclose their friends and bosses.

➢ This study has a limitation related with language translation from Amharic to English
CHAPTER TWO

REVIEW OF RELATED LITERATURE

In this chapter, reviews of different concepts and nature of conflicts, theory of conflict, types of conflict, causes of conflict, outcomes of conflict, conflict in the workplace, and managing style of conflict will be prevented. Different materials have been reviewed such as: books, journals and master’s thesis and doctoral dissertation about issues related with conflicts, specifically nature of conflict and style of management of conflict in the workplace.

2.1. Concept of conflict

According to Houghton Mifflin intermediate dictionary (1989) the word “conflict” means a clash or struggle, as of ideas, feelings, or interests. Conflict is a complicated, multi-faceted phenomenon. A singular definition of this concept has no consensus among researchers, and we still lack a clear and generally accepted definition of what constitutes conflict, still hold true today (Van Niekerk, 2012 cited Shockley-Zalabak (1984) and Barki and Hartwick’s 2004). In addition to this regarding conflict, there are different ways of explaining the concept of conflict in the academic literature of conflict. The word conflict is itself derived from the Latin word “confligere”, which literally means, to “strike together” or to clash, engage in a fight”.

Accordingly, conflict happens when different opposing groups compete with each other to achieve their intended goals. In other words, it refers to a confrontation between individuals or a group resulting from opposite or incompatible ends or means (Yemanebrihan, 2016 cited Schmid, 2002). In a similar way, Conflict, a Latin word by origin, means to clash or engagement in a fight: a confrontation between one or more parties aspiring towards incompatible or competitive means or ends (Gololch, 2015 cited Miller 2005). Most of the time conflict occurs because of difference and incompatibility of thoughts, thinking and attitude. Conflict is when one individual stands in the opposite side of others attitude, belief, and thoughts (Edward, 1990). Conflict is defined as an interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities (i.e., individual, group, organization, etc.). Calling conflict an interactive state does not preclude the possibilities of intra individual conflict, for it is known that a person often interacts with himself or herself. Obviously, one also interacts with others. Conflict occurs within one or two social entity (Rahim, M. Afzalur, 2001).
According to De Dreu et al, (2008), Conflict is a social phenomenon that occurs across species, time periods, and cultures. Conflict has been frequently studied among bees, ants, and other insect communities and among chimpanzees. Evidence of conflict among humans dates to the appearance of humankind itself. Perhaps not surprisingly, given its complexity, the study of conflict is a multidisciplinary and multilevel scholarly enterprise. Similarly, Lebdeun, J. (1998) stated that conflict in the workplace happens every day- and with our hectic, every-changing work environment, it is no wonder. Because, conflict is common, each of us needs to develop the skills necessary to manage conflict productively.

The good news is that when properly managed, conflict provides a change for us to learn from each other, to improve work methods, and to build team solidarity. Managing workplace conflict will help us handle conflict confidentially so we get positive results. Zhu (2013), cited Deutsch (1973), definition of conflict as "an action that is incompatible with another action that prevents, obstructs, interferes, injures, or in some way makes the latter less effective" from a social psychological perspective. Most process models focused on the stages of conflict, increasing the complexity and difficulty of understanding conflict phenomena and dealing with conflict effectively. We can generalize the definition of conflict based on the following organized definition. Conflict is intense interpersonal dissonance between two or more parties (individuals or groups) based on incompatible goals, needs, desires, values, beliefs, attitudes or perceptions of entitlement (Van Niekerk, 2012 cited, Campus Conflict Resolution Resources, 2003).

2.2. Nature of conflict

The nature of the conflict emanates from the cause. In the mean time, the cause modifies the nature (Estifanos, 2011). Conflicts are facts of life, inevitable and often creative, in our day today interaction with others; we either observed or passed through conflicts which range from the very interpersonal quarrel, family and neighbors dispute, ethnic and interstate conflicts to the global war (Yewubneh, 2016 cited, Fisher 200).

A conflict exists whenever incompatible activities occur. An action which is incompatible with another action prevents, obstructs, interferes with, injures, or in some way makes it less likely or less effective (Van Niekerk, 2012 cited Deutsch, 1973). Conflict is processes where one party experiences or perceives that another party has negatively affected or is about to negatively affect something that the first party cares about (Van Niekerk, 2012 cited Robbins, 2003).
In Addition to this, Esayas (2015) stated that conflict is an inevitable phenomenon in human interactions; people experience conflict in their day to day actual life. Social, economic, religious and political issues are agreed to be at the heart of the source of human conflict. According to Meskerem (2014), cited Luthan, (2005) and Jeong (2010), there are very crucial and potential points regarding the benefits of conflict.

1. Conflicts make us more aware of problems in our relationships that need to be solved. Conflicts increase awareness of what the problems are and how they are going to be solved.
2. Conflict encourages change. It facilitates the time when things need to be changed, new skills need to be learned, and old habits need to be modified.
3. Conflicts energize and increase one’s motivation to deal with problems.
4. Conflicts make life more interesting. Being in a conflict triggers curiosity and stimulates and inspires interest. Arguments on different issues and societal problems make interpersonal interaction more attentive.
5. Better decisions are generally made when there is disagreement about what the decision should be among the persons responsible for making it.
6. Conflicts reduce the day-to-day irritations of relating with someone.
7. Conflicts help us to understand what we are like as a person. They show us what makes us angry, frightened, and important to us. Then they help or highlight us how we tend to manage conflicts while we are in a conflict.
8. Conflicts can be fun when they are not taken too seriously. This is to mean that peaceful conflicts regarding issues among individuals or groups can sometimes take as enjoyable occasions.
9. Conflicts can deepen and develop relationship, strengthening each person’s convictions that the relationship can hold up under stress.
10. Conflicts can stimulate creativity by promoting an awareness of different ways of viewing different problems and situations.
11. When a group enters into conflict with another group, its cohesiveness increases and its sense of identity become clearer.
12. Conflicts promote the social development of group members. Here whenever individuals engaged or encountered a constructive conflict, they gain a lot of knowledge concerning the issues they are arguing and improves their understanding.

According to Edward (1990), there are different views related with conflict for different scholars and people: **Traditional view:** - According to this view, conflict is harmful and totally unnecessary for everybody and it should be avoided or it should not be occurred. Conflict is harmful for individual, for society, and for country as well. Those who follow the traditional view have been tried to give up conflict in any situation.

**Human relation view:** - Conflict is natural and it is inevitable. According to this view, if we have skill to handle conflict, the conflict will be crucial than being harmful for anybody. Conflict enhances development and it is also a transitional to development.

**Internationalist view:** - Conflict is not only beneficial by bringing development. However, sometimes, some conflicts may lead to improvement and some conflicts may lead to distraction. For example, conflict at organizations enhance creativity, enhance the skills of workers, help to be hard worker, and improve collaborative working styles.

According to Charlton (2010), conflict has direct and indirect costs. The direct costs are, court case costs: attorney’s fees, expert testimony, lost work time. Management productivity: time spent working on resolving conflicts rather than other managerial duties, turnover costs for training new staff, recruitment costs. In addition to direct costs, conflict has also indirect costs; the damage of team morale, motivation for organizational change, workplace relationships, unresolved tensions that lead to future conflicts, lost opportunities for pursuing capital purchases, expanding services, enhancing customer satisfaction programs, developing staff/leaders.

However, according to Yazdanifard and Huan (2012), conflict has the following importance, such as, conflicts serve as a learning curve for all organizations. Without conflict, an organization will not improve. Superior and subordinates should learn to resolve the conflicts that occur instead of just avoiding that conflict.
2.3. Theory of conflict

2.3.1. Identity theory of conflict

According to Jeong (2002), conflicts fueled by feelings of in danger identity are mostly difficult to manage, for the issues are far away deeper and attached to the political buildings of self and another that produce fear and antagonism. Mobilization by one community may trigger contradict mobilization by the other group that tries to protect its interests.

As Gololcha (2015), cited Gurr (2005), the group could feel that their identity is endangered by the demands of other group for the acknowledgment of cultural privileges/autonomy and political status. In view of the fact that people rally around issues that express their complaints due to earlier experience, operation and unfair treatment could reinforce the groups identity realization. Furthermore, since memories of earlier period maltreatment shows, as well as, legitimizes acts of violence as morally compulsory individuals can take revenge on others who have injured them or their family.

As Gololcha (2015), stated that Primordiaism (earliest) and social constructivism explain why and when identity differences are perceived as being socially significant or not, at individual or group levels. The primordialist approach understands identity as a cultural product being determined by one’s blood, which might include socio-biological factors in extreme cases. It considers identity as something independently given and genetically determined (Gololcha, 2015 cited, Backs, 1996). Primordialists attribute the sources of inflexible conflicts to the feelings of endangered identity embedded in unanswered past failure and oppression. On the other hand, social constructivists regard identity as a novel social construction than given. They consider identity not as a fixed primordial factor, but as the protean/inconsistent outcome of endless social processes that can be recreated and refashioned out of both old and new elements and perpetually in the process of creation (Gololcha, 2015 cited, Berman, 1998).

According to Jeong (2002), descriptions the social constructivist approach of identity appear from dialectic among resemblance and dissimilarity in group relations. To social constructivists, motivational forces at the back the enlistment of ethnic groups can be explained by instrumentalism. Identity can be used instrumentally to promote individual and collective interests. For example, in their struggle for power, competing influential be able to use identity as a tool to mobilize well-liked support. As an alternative, identity categories can also be
consciously manipulated to maintain the power of a dominant group and to justify bias against other groups in edification and employment identify differences are not themselves cause of conflict (Jeong, 2002).

2.3.2. Structural theory of conflict
According to Oakland (2005), structural theory attempts to explain conflict as a product of the tension that arises when groups compete for scarce resources. The central argument in this sociological theory is that conflict is built into the particular ways societies are structured or organized. It describes the condition of the society and how such condition or environment can create conflict. Structural conflict theory identifies such conditions as social exclusion, deprivation, class inequalities, injustice, political marginalization, gender imbalances, racial segregation, economic exploitation and the likes, all of which often lead to conflict. In a similar way, according to Gololcha (2015), this theory states that as incompatible interests on competition for resources are causes for conflicts. This theory has two sub-divisions. They are radical structural theory represented by Marxist Dialectical school-Marxian and liberal structural theory represented by (Gololcha, 2015 cited, Rosa, and John Galtung 1996). The Marxian presents conflict as attached to economic structures and social groups. They believe that causes of conflict are poverty, political and economical exclusion, exploitation and inequality. Fundamental to Marxist analysis of conflict is the splitting up of society into classes. Mostly, there are two classes in capitalist society: the capitalists and the working class (class struggles). The conflict is mostly as result of the exploitation or oppression by capitalists. Yet, the liberals advocated the theory of negative and positive peace to support how structural conflicts can occur in society. Negative peace means circumstances somewhere there is no violence or fighting. However, there could be broad increase of poverty, discrimination, human right violation and the like. When we come to Positive peace, it means a circumstance wherever equality, respect or esteem for human rights and fairness overcome. Based on the liberals, conflicts take place as a result of injustice, inequality and human rights violation which further transformed and direct to peace (Gololcha, 2015).

2.3.3. Basic human needs theory
According to the Human needs theory, entrenched or deep-rooted conflicts are caused by means of unfulfilled or bothered basic human needs. Human beings have needs that struggle to gratify.
These include people need for identity/self, security/protection, recognition/respect, autonomy/self-sufficient, participation/take part, development dignity/self-esteem, and feelings of personal fulfillment/meet (Jeong, 2002). Basic needs are ontological, while interests are relatively temporal and socially determined (Gololcha, 2015 cited, wood house, and Miall 2005). According to this theory, nearly all willful cause of conflict in the contemporary time is the practiced by members of socially and politically disempowered groups for acknowledgment and justifiable group identity and security (Jeong, 2002).

2.3.4. Frustration-anger-aggression theory
This is a psychological theory of conflict that posits that it is natural for man to react to unpleasant situations. The hypothesis is drawn from the frustration-aggression theory put forwarded by Dollard and Doob, et al (1939), and additionally developed by Miller (1948) and Berkowitz (1969). The theory says that aggression is the result of blocking, or frustrating, a person's efforts to attain a goal. Frustration is described as the feeling we get when we do not get what we want, or when something interferes with our gaining a desired goal (Tucker-Lad, 2013). The frustration aggression theory states that aggression is caused by frustration. When someone is prevented from reaching his target, he becomes frustrated. This frustration can then turn into anger and then aggression when something triggers it. When expectation fails to meet attainment, the tendency is for people to deal with others they can hold accountable for frustrating their ambitions or someone on whom they can take out their frustrations. When aggression cannot be expressed against the real cause of frustration, displaced hostilities can be targeted to replacement substances, that is, aggression is shifted to alternate substances.

2.3.5. Realistic conflict theory - inter-group antagonism, conflict and aggression come up from struggle among groups for limited but precious material assets (Smith and Mackie 2007 cited, Campbell, 1965; Levine & Cambell, 1972; Sheriff, 1966). Great effort for actual assets or property, such as land, jobs, and natural resources, is clearly one cause of many conflicts that hole in the ground state against racial group (Nishan 204 cited, Brewer & Cambell, 1975; Gurr, 1970; Streufert & Streufert, 1986). Based on Smith and Mackie (2007), realistic conflict theory explains prejudice as follow-on from genuine disagreement of interest relating to the allocation of limited and treasured resources.

2.3.6. Relative deprivation theory - As stated by Smith and Mackie (2007), actually, once
people have the fundamental supplies of life, it becomes difficult to establish neutrally how they are costing, and so they turn around to estimation with others to help them decide. Relative deprivation theory recommends that social comparison; not objective reality, establishes on how pleased or unsatisfied people are with what they have.

2.3.7. Social competition As stated by Smith & Mackie (2007), receiving a slight admiration if groups battled only over material resources, intergroup disagreements might be more simply determined. Unfortunately, groups, like persons, also fight over social goods; admiration, esteem, and proud privileges.

2.4. Types of conflict
Conflict can be categorized on the basis of its sources or on the basis of organizational level.

2.7.1. Intra personal conflict

According to Afzalur (2011), intrapersonal conflict is also known as intra-individual or intra-psychic conflict. This is a conflict that happens inside the person’s conscience. It occurs when an organizational member is required to perform certain tasks and roles that do not match the employee’s expertise, interests, goals, and values and prompts the concerned party to rebel against the given orders. Classifications of intrapersonal conflicts are role conflict and role ambiguity conflict. Role conflict: This type of conflict occurs when a role occupant is required to perform two or more roles that present incongruent, contradictory, or even mutually exclusive activities. The researchers identified four distinct types of role conflict (Afzalur 2011).

Intra sender Conflict: This type of conflict occurs when a role sender requires a role receiver (i.e., the focal person) to perform contradictory or inconsistent roles. For example, a role sender may request the role receiver to do something that cannot be done without violating a rule, yet the role sender attempts to enforce the rule.

Inter sender Conflict: A role receiver experiences this type of conflict if the role behavior demanded by one role sender is incongruent with the role behavior demanded by another role
sender(s). A person who often experiences role conflict, for example, is a foreman, who receives instruction from a general foreman that may be inconsistent with the needs and expectations of the workers under the former: **Inter role Conflict**: This type of conflict occurs when an individual occupies two or more roles whose expectations are inconsistent. A corporation president is expected, in that role, to take part in social engagements to promote the image of the corporation. This may be in conflict with his or her role as a parent, in which he or she is expected to spend more time with his or her children to be an ideal parent. **Intra role (Person-Role) Conflict**: This type of role conflict occurs when the role requirements are incongruent with the focal person’s attitudes, values, and professional behavior. For example, intra role conflict occurs when an organizational member is required to enter into price-fixing conspiracies, which are not congruent with his or her ethical standards (Afzalur, 2011).

**Role ambiguity**: - A concept closely related to role conflict is role ambiguity. It refers to the lack of clarity in understanding what expectations or prescriptions exist for a given role. An organizational member requires information about the expectations from his or her role, the means of achieving the role, and consequences of performing the role. Role ambiguity occurs when the information either does not exist or is not properly communicated if it does exist (Afzalur, 2011 cited, Kahn et al., 1964).

### 2.4.2 Interpersonal conflict

According to Van Niekerk (2012) cited, Barki and Hartwick (2004) stated that regard interpersonal conflict is a conflict that occurs between individuals and groups in organizations. She describes the construction of interpersonal conflict as a dynamic process that occurs between interdependent parties as they experience negative emotional reactions to perceived disagreements and interference with the attainment of their goals. As stated by Kellermann, (1996), various people describe interpersonal conflict in their own way. Interpersonal conflict describes as dissimilarity in the midst of two persons or subgroups of an organization linking significant opposition and displeasure. According Luthans, F. (2011), there are three separate types of goal conflict are generally identified: Interpersonal conflict is also known as dyadic conflict. It refers to the conflict between two or more organizational members of the same or different hierarchical levels or units. The conflict between the two entities happen when one party trespasses the interests of the other and efforts to settling such a dispute remain
2.4.3. Inter group conflict

Intergroup conflict as interdepartmental conflict; It refers to conflict between two or more units or groups within an organization. Conflict between headquarter and field staff, labor and leaders or management are examples (Afzalur, 2011).

In addition to this, Intra-group conflict refers to conflict inside the group or conflict from within between members of the same group, and calls attention to group members; interactions with each other. These interactions are, amongst others, influenced by intrapersonal issues or dynamics within the organization (Van Niekerk 2012 cited, Van Rheede van Oudtshoorn, 2004; Plug, Meyer, Louw, & Gouws, 1988 & Robbins, 2003).

Tack (2012), Stated that Conflict can be differentiated and experienced in three major ways. **Intrapersonal conflict:** is a struggle a person has within oneself. It becomes an internal battle between what they want and yet not wanting to compromise what others want. **Interpersonal conflict:** is related to differences between people, but is not related primarily to uses; striking against the other over their incompatibility as a person. **Substantive conflict:** can be between two individuals or a group, conflicting over facts, means, ends and values. As Martin (2011) cited, Kurtzberg et al (2005), that conflict also classified in the following ways:

**Approach-approach conflict**

Where the individual is motivated to approach two or more positive but mutually exclusive goals.

**Approach-avoidance conflict**

Where the individual is motivated to approach a goal and at the same time is motivated to avoid it. The single goal contains both positive and negative characteristics for the individual.

**Avoidance-avoidance conflict**

Where the individual is motivated to avoid two or more negative but mutually exclusive goals. There are three main types of conflicts: conflicts based on the work process, how work is performed and obligation of team roles and responsibilities. The second form of conflict is the relationship-based conflict, where relationships and interaction between team members are the source. Finally, the third form is the task-based conflict where disagreements about the work task itself causes the issue. In addition to the above concepts, conflict has various classification based
on the sources or organizational levels (Martin, 2011; cited, Kurtzberg et al, 2005).

- **Affective conflict**
  Affective conflict occurs when two interacting social entities while trying to solve a problem together, become aware that their feelings and emotions regarding some or all issues to the conflict are incompatible. This category of conflict is labeled psychological conflict, relationship conflict, emotional conflict or interpersonal conflict (Muganza, 2014; cited Afzalur, 2011).

- **Substantive conflict**
  According to Afzalur (2011), substantive conflict occurs when two or more organizational members disagree on their task or content issues. This type of conflict as disagreements among group members’ ideas and opinions about the task being performed, such as disagreement regarding an organization’s current strategic position or determining the correct data to include in a report. This type of conflict is labeled task conflict, cognitive conflict and issues conflict. This implies that individuals or parties to the conflict have no particular disagreements related to individual conduct but different perceptions on the nature of tasks and approaches to performing assigned tasks to produce results.

- **Conflict of interest**
  This type of conflict occurs when each party sharing the same understanding of the situation, prefers a different and somewhat incompatible solution to a problem involving either a distribution of scarce resources between them or a decision to share the task of solving it. (Afzalur, 2011).

- **Conflict of values**
  According to Afzalur (2011), this conflict occurs when two social entities differ in their values or ideologies on certain issues or aspects. This is also called ideological conflict. This conflict may affect employees work relationships when their ideological beliefs crashed with institutional work requirements.

- **Goals conflict**
  According to Afzalur (2011), this conflict occurs when a preferred outcome or an end-state of two social entities becomes incompatible. When one party perceives its interests to fall victim of disparagement by the other party, victimization perception arises and then conflict occurs. One can say that in a workplace the uniting factor in the employee employer relationship is salary on
service delivery agreement. When either party feels that its interests are being threatened or undermined, suspicion and mistrust crops up where the perceived victim feels intentionally unloved by the non-victimized party. In such suspicious relationships only cooperation in search for solution can save the parties from escalating the conflict.

○ **Realistic versus non-realistic conflict**

The former refers to incompatibilities that have a rational content (i.e. tasks, goals, values, and means and ends). Non-realistic conflict occurs as a result of a party’s need for releasing tension and expressing hostility, ignorance or error. This type is similar to intrinsic and extrinsic conflicts. In the context work place however, research will focus on realistic conflicts to determine the actual causes and their impact on the parties and their interests (Muganza, 2014 cited Afzalur 201).

○ **Retributive conflict**

According to Afzalur (2011), retributive conflict is characterized by a situation where the conflicting entities feel the need for drawn-out conflict to punish the opponent. In this aspect, each party determines its gains, in part, by incurring the cost of pursuing the punitive ways to the other party. This theory suggests that parties to the conflict may choose for all possible options leading to harming the other party morally, economically, and physically to mention a few. In the context of the workplace, the employee-employer conflict may result in prolonged court battles draining either party’s coffers in pursuit of punitive measures to implicitly tell the other party of the adversary’s powers to pursue the incompatible goal.

○ **Reattributed conflict**

According to Afzalur (2011), this is related to the incorrect assignment or attribution of causes (behaviors, parties, or issues) to conflicts. The parties misattribute conflict causes to wrong factors, elements, parties, name them. The point here is that conflict occurs where either party lacks the truth required by the assumed victim to de-escalate conflict and cooperate in finding a durable solution.

○ **Replaced conflict**

According to Afzalur (2011), this type of conflict occurs when the conflicting parties either direct their frustrations or hostilities to other parties that are not involved in the conflict or argue over secondary factors and not major issues or real causes of conflict.
According to Harris (2011) cited Lulofs and Cahn (2000) describe that there are four types of conflicts, unreal conflicts, no substantive conflicts, mere disagreements and real and substantive conflicts. Unreal conflicts refer to those that are perceived by one person but do not exist or do exist but are misperceived by those involved. Examples of unreal conflicts they describe include false conflicts, where only one side believes there is a conflict, displaced conflicts, where conflict is directed toward the wrong person and misplaced conflict, where parties debate an issue that is not at the core of the conflict. No substantive conflicts involve behaviors like bickering, aggression and competition, where there is no real issue involved. Finally they describe substantive conflicts as those where there is a real issue involved.

### 2.5. Causes of conflict

According to CIPD (2015), the single most common contributor to conflict is differences in personality or styles of working, supporting a relational view of conflict. According to CPP global human capital report (2008), the main causes of conflict are the following: personality clashes/warring egos, stress, heavy workloads/inadequate resources, poor leadership from the top of the organization, lack of honesty and openness, poor line management, lack of role clarity, lack of clarity about accountability, clash of values, poor selection/pairing of teams, poor performance management, harassment, and perceived discrimination.

According to Meskerem (2014), research finding shows that, the causes of conflict are, due to biases for, ethnicity, using or favoring only the similarity of ethnicity for various promotions and increment for salary and other benefits, applying bribery to get and give various positions and promotions, incompatibility in knowledge and capability, misunderstanding, lack of tolerance, lack of respect for each other due to understanding the capacity and knowledge of each other during different activities, inappropriate handling of assigned jobs and property or material utilization, the need for inappropriate promotion or management position, unnecessarily personal interfere or relationship, lack of good administrators, failure to express one’s idea appropriate.

According to Nishan (2014), cited Runde and Flanagan (2007), conflicts may arise between individuals because of the following reasons: Scarcity of resources, different attitudes, values or perceptions, disagreements about needs, goals, priorities, positions and interests, poor communication, lack of clarity in roles and responsibilities, a clash of personalities, difference of view, bullying or harassment. According to Obasan (2011), the main sources of conflict in the
organization relate to perception and value problems. The specific issues bother on employee compensation and welfare while managers prefer the compromise, problem solving and dominating strategies to minimizing the incidence of organizational conflicts.

As research shows, the causes of conflict range from employees’ behaviors to institutional culture, leadership management style, recruitment and placement system, employees’ harassment, and external influences. The negative impact of conflicts are; job insecurity, loss of commitment to work, forceful resignation, moral injury/psychological harm, waste of time and resources, reduced productivity, unjustified absenteeism, judicial and penal effects, to mention a few. The positive impacts also are; building team cohesion, improving organizational practices, reform policies and procedures, reducing vagueness of tasks, improving quality decisions, reducing conflicts at workplace and enhances management skills (Muganza, 2014).

Various factors contribute to setting the stage for conflict to emerge that the interdependence of the disputants, with actual or perceived differences in goals, values, or aims, who view the other party as potentially interfering with the attainment of those goals, values, or aims lead to conflict in the workplace (Zhu, 2013 cited Deutsch, 1990; Wall & Callister, 1995). There are many sources or causes of conflict in the workplace. Some of the categories included are: Different perceptions, different opinions, different personalities, different communication styles, different values, different backgrounds, different interests, different wants, different needs, different preferences or goals, different making assumptions, judging others, biases and prejudices, inaccurate or incomplete information, past relationships, and job dissatisfaction (CPP global human capital report, 2008).

2.6. Stages of conflict

According to Berhanu (2014) cited Ayalew (2000) cited that conflict frequently continues from first to last five stages. These are: latent, perceived, felt, manifest, and conflict outcome. Each of these constructs can be described as follows:

2.6.1. Latent Conflict

To say conflict is latent, it is not yet come to the surface or it has not been well-known. This is a type of conflict relates to the recognition that probable opposition exists when uncertain factors such as inadequate resources or different goals that determine conflict is to happen. As Berhanu (2014) cited, Ayalew (2000) stated that, latent conflict over and over again arises when an
already overloaded labor force are allocated to do a new mission, the direction of an organization changed. By supporting this thought, Henning (2003) articulates the casual instruments into five types: (1) conceptual differences, (2) reward differences, (3) disengagement with rules and policies, (4) competing for limited resources, and (5) power struggles.

2.6.2. Perceived Conflict
Perception of conditions that exist among the parties may improve the probability of conflict or decrease it. The malfunction to identify potentially conflictive conditions may prevent conflict from developing (Filley, 1975). Therefore, workers should accurately identify and manage conflict and reduce its growth for creating conducive working environment. Perceived conflict is related to cognitive aspects of consciousness regarding the situation and the manner in which the partakers personalize this awareness. Whether or not the level of awareness and emotion connected with the situation is determined when it comes into existence. In working seething, two individuals may fall into a conflict by incorrect perception of each other even if they are having similar interests; these individuals could be benefited if they discuss their feelings openly (Berhanu, 2014 cited Pondy 1989).

2.6.3. Felt Conflict
Outlooks or attitudes and perceptions may create conflict wherever rational elements would not be recommended that it must take place. And also plays a part in eliminating conflict where it might be expected to occur. The most important consideration in determining the outcome of conflict is whether the situation is personalized or not. Personalized situations are those in which the entire things of the other party are judged harmfully. Personalized situations create tension and anxiety while depersonalized situations direct themselves to analytical when the parties give value to cooperate and believe that success in their relationship involves the realization of desires for both (Filley, 1975). Two staff members who are in conflict may see the dispute between them in personalized or depersonalized conflict. If they see their dispute as personalized, the situation creates worry and tension that has a negative effect on their personal relationship in their social life and even on their daily tasks. On the other hand, if they consider their conflict as depersonalized, it is about an issue, work, idea or procedures of performing a task and has no any relation with each individual or group; and they can solve the problem and get lessons (Brhanu, 2014).
2.6.4. Manifest Conflict
Manifest conflict is the overt phase of conflict when aspects of the situation can easily be measured. The real manifestation of the conflict situation can occur at different levels: within self, between individuals, groups and between organizations (Berhanu, 2014 cited Ayalew, 2000). The authentic behavior of the parties based upon past history, conditions, perceptions and attitudes may be revealed as conflictive or problem solving. When one party works to block the goal achievements of another party, the behavior may be considered to be conflictive whereas the parties make conscious attempts to achieve the goals of both by supportive efforts, the behavior is said to be problem solving (Berhanu, 2014).

2.6.5. Conflict Outcome
This stage centers on the resolution of conflict. As we know that the conflict outcome can be either positive or negative which is often determined by the perceived level of pleasure regarding the consequences of the resolution as held by the disputants. This means, resolving a conflict before eruption and puts a negative scratch on the workplace environment is very crucial. Since workplaces are unique organizations that need harmony and teamwork (Berhanu, 2014 cited Robbins, 1991; Weeks, 1994).

2.7. Outcome of conflict
According to Violetta (2012), there are two kinds of outcomes: functional and dysfunctional. Functional outcomes result in an enhancement in the group’s performance, dysfunctional usually hinders group performance. As Nishan (2014), cited Lee et al (2003) pointed out, conflicts may have the possible for producing in cooperation tremendously constructive and tremendously destructive results, depending on how they are deal with. On the other hand, Matsumoto (2001), supposed that the ways that persons required to force the outcome of a conflict differ.

2.7.1 Positive or constrictive outcomes of conflict- Conflict is positive when its influence is optimistic. It improves and simulates creativity and innovations, encourages interest and curiosity, thus, it gets better the excellence of decisions and the effectiveness of a group (Nishan, 2014 cited, Violetta, 2012). The beneficially managed conflicts, advance communication, open information sharing, produce vigorous ideas, raise the value of decision making, build up working relationships, and innovate solutions. Usefully managing conflict helps in analytical thinking; it promotes competition, and energizes people. It also helps to enhance cohesiveness
and it serves as a base for organization improvement. Functional conflict is also very helpful for groupthink as it confronts the status quo and therefore can force on the formation of new ideas (Violetta, 2012). Similarly, Alemu (2009) described that conflict has positive outcomes. Conflict may create an opportunity to development. In the beginning conflicts seems bad, however, conflicts have good results. Because of conflict human beings learn more wisdom how to solve or manage conflicts without distraction and develop wisdom. The followings are an important outcome of conflicts:

- Conflict helps to answer the questions of the society.
- Conflicts help to gain appropriate power decentralization.
- Conflicts to know oneself and understand self.
- Conflicts are used to know and understand the difference between people.
- Conflicts are used to bring solutions for problems among organization and societies.
- Conflicts have an advantage to design different ideas and to set solution.

2.7.2 Negative or destructive outcomes of conflict: - Conflict is dysfunctional when abandoned opposition ultimately leads to the destruction of the crowd. This group of conflict can decrease group efficiency. Terrible communication and not have of group cohesiveness are with the most unnecessary consequences of dysfunctional dissimilarity (Violetta, 2012).

According to Nishan, (2014) cited Rittle (2007) stated that conflict takes notice away from other important activities, it undermines once spirits or self concept, sharpens differences, and it guides to careless and destructive behavior such as combating, verbal rude, aggravation and so on. Negative outcomes of conflict are refusals, faults of commission, yearning an avoidance rather than approach strategy, and practice more destructive emotions (Nishan, (2014) cited Chirstie (2013).

According to Muganza (2014), research finding indicates that conflict at workplace has an impact of among the consequences include broken relations, employees’ instability and insecurity, loss of commitment to work, voluntary and forceful resignation as well as moral and physical injuries, institutional impact, reduced productivity, work insecurity, waste of time and resources, time spent by employees while thinking on conflict he/she faced, absenteeism, high employee turnover, judicial and penal effects. According to CPP Global Human capital report, (2008) unresolved conflict in the workplace; it can negatively influence employee performance
and productivity. Employees may exhibit some of the following symptoms: Self-doubt, higher stress, rigidity, irritability, low productivity, disorganization, suspicion, poor teamwork, and uncertainty.

2.8. Conflict in the workplace

Conflict in the workplace happened by the following reasons: Employees’ behaviors, institutional structure and procedures, leadership management styles, recruitment and placement of employees, persecution and external influence, unfair transfer, workload, employees’ incompetence, scarce resource, rigid procedures, disagreements on goals, rewarding styles, unfair sanctions, unfair discrepancies in salary, unclear objectives, unclear policies, ambiguity of roles, unlawful salary retention, interdependence of tasks, lack of communication, nepotism and favoritism, leadership disregarding abuse, inconsistence decision making, weak leadership, harassment, refusal to grant sick and annual leave, mistreatment of pregnant women (Muganza, 2014). In the work places Verbal abuse is another type of conflict that has drawn attention. Verbal abuse is defined as; some form of mistreatment, spoken or unspoken, that leaves its victim feeling personally or professionally attacked, devalued or humiliated. It is communication through words, tone or manner that disparages, intimidates, patronizes, threatens, accuses or is disrespectful toward another (Bishop, 1997 cited Araujo & Sofield, 2001).

At workplace conflict tends to manifest in two broad categories: (1) it can be a conflict between individuals involving colleagues, employees and their managers. In this way, it may be that two workers simply don’t get on; or that an individual has a grievance against their supervisor or manager (2), it can be also between groups involving teams or large groups of employees and management. Conflict may take the form of rivalry between teams; or it may be apparent by the lack of trust and cooperation between large groups of employees and management (Muganza, 2014). Some of the factors that can cause conflict between individuals and groups at workplace include among others the work interdependence when two or more organizational groups depend on one another to complete their tasks, differences in goals, limited resources, reward structures, difference in perceptions, unfair treatment as well as leadership management aspect (Muganza, 2014, cited Gibson et al, 1994).
2.9. Conflict management styles

According to Edward (1990), when conflicts occur we should not be late to solve the occurred conflict; understanding what conflict mean; knowing and understanding as conflicts have come because of different human thinking differences and their interests.

Conflict management styles are an outcome of one's concern for achieving one’s goals and one's concern about the other person's achieving his or her goals. Esayas (2015), cited Fleetwood, (1987) has focused that conflict management styles look like to be essential merely as a method or course of actions used to oversimplify a certain view of conflict, however, should not be used as a technique to spell out the correct or incorrect of a conflict. Esayas (2015), cited Cook and Hunsaker, (2001), moreover explained that none of the conflict management approaches or styles are improved or not as good as. The efficiency of the styles bases on how proper they are for any particular situation.

According to Yazdanifard and Huan (2012), different styles of conflict management have its benefits and weaknesses, users have to identify the most appropriate conflict styles based on the different situation they are in. In addition to this, Conflict management is mainly seen in terms of social control designed to reduce the challenges to the core values of the system. Thus, conflict management, helps to reinforce coercive policy by conforming to dominant social norms.

Conflict management is also the process of reducing the negative and destructive capacity of conflict through a number of actions and by working with and through the parties involved in that conflict. Conflict management basically refers to the process of containing the conflict to avoid aggravation. Some analysis, actually include prevention as a component of conflict management (Yewubneh, 2016).

To manage a conflict, the following ideas stated by Shay and Margaret, (2008). Making quality time: - Making quality time for regular discussions can be the best way to clear up misunderstandings. Talk sooner rather than later: - Avoid storing up resentment or anger. As soon as we sense discomfort in the relationship, share to our concerned body, even if the cause remains uncertain. Think solutions: - offer a plan for improving things rather than merely complaining or venting our anger. Change shoes: - Imagine us in the other person’s shoes. Avoid the pitfalls: - Beware of personalizing the problem. As Martin (2011), cited Hughes and Curphy (2009), there are five common approaches to manage conflict:
Competition- reflects a desire to achieve one’s own ends at the expense of someone else. This is domination, also known as a win-lose orientation. It is assertive and unhelpful behavior personified in the parties’ pursuit of their own concern at others cost. Competing behavior is often used by power-oriented people who will use all techniques accessible to be the victor their point or protect their position. It is advantageous when fast crucial action is vital (Esayas, 2015 cited, Fleetwood, 1987).

Accommodation- reflects a mirror image of competition, entirely giving in to someone else’s concerns without making any effort to achieve one’s own ends. This is a tactic of appeasement. Accommodating people commonly ignore their own concerns to gratify the desires of others to keep up a positive relationship. Accommodating, moreover referred as friendly-helper, is suitable approach when the issue at hand is much more significant to the other person. Gratifying another’s desires as a benevolence gesture will help keep up a supportive relationship, building up social credits for utilize in a soon after conflict. It also aids to make others learn from their mistakes (Esayas, 2015 cited, Cook and Hunsaker, 2001).

Sharing- is an approach that represents a compromise between domination and appeasement. Both parties give up something, yet both parties get something. Both parties are moderately, but incompletely, satisfied.

Collaboration- reflects an effort to fully satisfy both parties. This is a problem-solving approach that requires the integration of each party’s interests.

Avoidance- involves indifference to the concerns of both parties. It reflects a withdrawal from or neglect of any party’s interests. According to Martin (2011), research finding to resolve conflict: Dealing with conflict, carefully identified conflict triggers, fair process decision making, good feedback, logical argument, openness at work place, negotiation, use good conflict management skills are crucial.

According to Vijay (1998), there are many ways or strategies for conflict management: Preparing for conflict, expecting conflict, Planning ahead to handle conflict, facing the conflict, resolving the conflict, Look for Win-Win alternatives, and formulate conflict management strategies. To address conflict, managers do the following at work places: Identify and address underling tensions before things go wrong , more informal one -to-one conversation with people they manage , act as mediators when conflict develops , provide more clarity over what is expected ,
be a model of right behaviors, provide more clarity over areas of responsible, manage toxic individuals who create conflict more firmly, provide counseling for employees in conflict, not let their own egos get in the way, improved consultation in day to day management, raise the subject of possible conflict as part of business, provide work life balance (CPP global human capital report, 2008).

According to Muganza (2014), research finding indicated that to avoid the misbehavior of workers or employees, institutions should put in place codes of conduct and establish regular mechanisms to monitor staff adherence to code of conduct while at the workplace. A conflict is resolved when two parties mutually commit to work together towards attaining the interests of each other. It involves cooperation and compromise. This approach requires minimal awareness that humans cannot exist without conflict and therefore the need for skills in conflict resolution; and to settle such conflict requires mutual cooperation on the outcome. The resolution mechanism is very essential in the daily life of employees seeking to harmonize relationships to achieve organizational results. Failing to solve conflict can lead to disastrous results (Muganza, 2014 cited Gibson et al, 1994).

In relation to this, Edwin (2013), added that conflict management involves implementing certain strategies to eliminate the negative aspects of conflict, increase the positive aspects of conflict and to enhance performance and effectiveness in an organized setting. Rather than eliminating or avoiding disagreements, the purpose of conflict management is to teach groups conflict resolution skills, such as managing conflict, finding self-awareness about the types of conflict and effectively communicating while in conflict with a team member. Interpersonal conflict resolution techniques are based on the recognition that the choice of a conflict management strategy depends on the intensity of the conflict and the relative importance people place on maintaining good relationships versus achieving goals.

Individuals attempt to manage interpersonal conflict in a variety of ways, depending on the relative importance and intensity of the conflict, the time pressure for resolving the conflict, the position taken by the players involved, and the motivation to resolve conflict on a long-term or a short-term basis. Conflict management possibilities also depend on the ratio of assertiveness to cooperation among the parties involved in the conflict, as well as on the type of conflict. Conflict resolution techniques range from the power-based steamroller approach to a more defensive,
diplomatic, and tactical approach. Intermediate views suggest variations of avoidance, give and take negotiation, collaboration, and problem solving. Five general techniques for resolving conflict: withdrawing, smoothing, forcing, compromising, and collaborating or confronting or problem solving (Yazdanifard, and Huan, 2012).

In a similar way, to manage conflict effectively, the following issues are essentials. The five styles used to manage conflicts are: Avoiding: is unassertive and uncooperative. When avoiding, an individual does not directly pursue his or her own concerns or those of the other person. He or she does not address the conflict. Avoiding might take the form of a diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation (CPP global human capital report, 2008 cited Thomas, 1996).

Avoiding is an unassertive and contrary behavior. People with this conflict management style pursue neither their own concerns nor those of others. To let alone conflict altogether, a person might diplomatically avoid an issue; delay it or take out from the frightening condition. Avoiding is suitable approach when the issue involved is comparatively insignificant or have slight influence towards the other party or are in a circumstances that is extremely not easy to transform. Likewise, avoidance may be significant if the possible harm from confronting worry back down to rational level. An avoiding person tends to observe conflict as entirely negative body and rejected to be involved in the conflict condition (Esayas, 2015 cited, Rahim, 2001).

Accommodating: is unassertive and cooperative-the opposite of competing. When accommodating, an individual neglects his or her own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person’s order when you would prefer not to, or yielding to another’s point of view (CPP global human capital report 2008, cited Thomas, 1996).

Competing: is assertive and uncooperative, a power-oriented mode. When competing, an individual pursues or follows his or her own concerns at the other person’s expense, using whatever power seems appropriate to win his or her position. Competing may mean standing up for our rights, defending a position we believe is correct or simply trying to win.

Compromising: It is an intermediate in both assertiveness and cooperativeness. When compromising, an individual has the objective of finding an expedient, mutually acceptable
solution that partially satisfies both parties. Compromising falls on a middle ground between competing and accommodating, giving up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding but doesn’t explore it in as much depth as collaborating. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position.

Collaborating: is both assertive and cooperative. When collaborating, an individual attempts to work with the other person to find a solution that fully satisfies the concerns of both. It involves digging into an issue to identify the underlying concerns of the two individuals and to find an alternative that meets both sets of concerns. Collaborating between two persons might take the form of exploring a disagreement to learn from each other’s insights, resolving some condition that would otherwise have them competing for resources, or confronting and trying to find a creative solution to an interpersonal problem (CPP global human capital report 2008, cited Thomas, 1976). Collaborating is an essential when the concerns of both parties are very significant to be compromised. It incorporates the imminent or forthcoming of people with diverse viewpoints (Esayas, 2015 cited Crisp, 2010). It assists in allowing to test the suppositions and recognize others’ concerns, and to work through hard feelings of some situations like unimportant problems and for some personal problems. It frequently deemphasizes the Conflict management has been exercised in habitually and in modern times it incorporates modern conflict management approach.

Charlton (2010), suggests some of the central part competencies for doing well conflict engagement in the workplace:- conflict analysis, reflective practice, negotiation, communication skills (listening/, acknowledging/ reframing), giving and receiving feedback, shared decision making, debriefing and process evaluation, group facilitation, conflict dynamics, mediation, conflict assessment, conflict coaching and agreement management.

Similarly, Alemu (2009), has stated that there are different conflict management styles. Forgiveness: - when conflict occurs among individuals and groups, it should be give up by forgiveness immediately before aroused serious antagonism. Using reconciliation when create conflicts are essentials. In addition to forgiveness, dissection or analysis on the points is crucial. Thos who are in conflict should make a discussion between two individuals and groups to solve or manage the occurred or happened conflicts.
According to Lebdeun (1998), the following issues are essentials to manage conflict: - withdrawal: when both sides agree to drop the conflict entirely. They discuss the issue for a while, only to realize that it is not really worth the effort. What seemed important a few hours earlier looks unimportant. Both sides agree: let’s not spend time on this we have more important things to do. Agree to disagree: this is closure in cases that could not end any other way. Two people have compared their views, only to find they are completely opposite in their thinking. They also realize that nobody is requiring their agreement. They can just live and let live. Acquiescence: - this occurs when on side accepts the proposal of the other side. The decision is out of our hands. Bargaining: it is a midpoint between the two people proposed in the first place. They strike a bargain in which each side has conciseness. Collaboration: - this occurs when the two sides in the conflict use synergy to blend or combine their ideas into a new plan. They put their ideas together in a way that neither person could have accomplished alone. Collaboration is the highest quality resolution to conflict, but the condition are not always conducive this outcome.
CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.1. Research Design
According to Creswell (2014), there are three types of research designs in general. These are quantitative, qualitative, and mixed methods study; the inquirer also decides on a type of study within these three choices. Research designs are types of inquiry within qualitative, quantitative, and mixed methods approaches that provide specific direction for procedures in a research design. In this study, the researcher used qualitative research design.

According to Creswell (2014), qualitative research is an approach for exploring and understanding the meaning individuals or groups attribute to a social or human problem. The process of research involves emerging questions and procedures, data typically collected in the participant’s setting, data analysis inductively building from particulars to general themes, and the researcher making interpretations of the meaning of the data. The final written report has a flexible structure. Those who engage in this form of inquiry support a way of looking at research that honors an inductive style, a focus on individual meaning, and the importance of rendering the complexity of a situation. As Creswell (2014) stated in qualitative research designs, there are different types of approaches such as: - Narrative research approach, Phenomenological research approach, Grounded theory research approach, Ethnography research approach, and Case studies research approach.

The researcher used the Case study research approach. Because of the following reason the researcher preferred the Case study research approach. Case study is a strategy of inquiry in which the researcher explores in depth a program, event, activity, process, or one or more individuals. Cases are bounded by time and activity, and researchers collect detailed information using a variety of data collection procedures over a sustained period of time (Creswell, 20014 cited Stake, 1995).

3.2. Study area and participants
This study was conducted in Addis Ababa, in the sub-city of Arada, in Abebech Gobena Yehetsanat Kebekabena Limate Maheber. Participants in this study were selected from this organization based on the study requirements.
3.3. Population of the study

In this study, all populations are 177, from 177 employees who work in Abebech Gobena Yehetsanat Kebekabena Limat Mahiber, Male 9 and Female 7, were selected for key informant interview and 12 for focus group discussions Male 6 and Female 6 from both sexes. The participants in this study have been worked in Abebech Gobena Yehetsanat Kebekabena Limat Mahiber above ten years. For the purpose of this study, the research selected 16 key informant participants who fulfilled the following inclusion criteria. Therefore, respondents who have:

- Experienced and participated in work place conflict at AGOHELMA.
- Work experience above 5 Years was admitted as a study participant.
- The participants’ willingness to participate in the interview and FGD.

3.4. Sampling procedures and technique

Purposive sampling technique was used to select the sample participants of the study. In purposive sampling the samples are selected based on their: experience and expertise or relevance to an issue. From 177 workers at Abebech Gobena Yehetsanat Kebekabena Limat Mahiber, 12 persons were participated in focus group discussion (FGD).

3.5. Data collection instruments

The researcher used key informant interview, and focused group discussion (FGD). Because as stated by Creswell (2014), good format of instrument is vital for both simplicity of answering and the quality of the answers in a research process.

3.6. Data collection procedure

In order to conduct this study, first, a formal letter of cooperation was written to the organization and was submitted to the organization of Abebech Gobena Yehetsanat Kebekabena Limat Mahiber. The executive director accepted the letter and gave a permission to conduct the study. To collect the data, the researcher met the participants at a place that was convenient for each participant in his or her work place according to their time table and date of presence. Before starting the interview, the researcher introduced himself to the participants and briefed them about the purpose of the study. After he got the willingness of the participants to
participate in the study, it has taken 15 up to 30 minutes for key informant interview and 2 hour for focus group discussion to record the responses of participants. The researcher has kept the confidentiality of study participants everything related with the research participants.

3.7. Data analysis technique

To examine, explain and analyze the conflict and its management of the people in the study area, the researcher conducted qualitative data analysis technique. After collecting the necessary data by the assist of the above data collection tools, the next mission that needs to be done was the categorizing, combining, synthesizing, and thus analyzing of the collected data. Before the tangible analysis of the data, the data was sorted and categorized in harmony to its source and type. Then the data was transcribed, compiled and put in to themes and gave further elaborated in to meaningful.

3.8. Ethical considerations

Before starting the interviews and focus group discussion, the consent of the participants was obtained. Even after they have given their responses the informants were kept confidential.
CHAPTER FOUR
FINDINGS AND DISCUSSIONS

In this chapter, the results of this study are categorized and summarized in to four parts based on the following research questions the study proposed.

4.1. Nature of conflict in the workplace

The nature of conflict in the workplace is related with work activities. As participant one described:

*I classify conflicts in to two: they are conflict related with concerned work and conflict related with personal interests. Concerning work, I have an experience to do activities in quality manner. However, when I see inappropriate work I will start conflict with workers. Conflict at work place does not take too much time. It ends within a moment.*

From the above statement, one can understand that nature of conflict in the work place has been observed in different ways. One nature of conflict in the work place is conflict related with working activities in and accomplishing work in quality. The above statement also reveals that conflict in the work place has no much time duration; it ends in short period of time. In a similar way, the following statement of participant three adds about nature of conflict in the workplace.

*Conflict in the work place has the nature of the objective of the work itself to achieve its mission among workers. When workers do not accomplish their task, they would start to quarrel with managers. Therefore, conflict related with work is one of the causes in work place conflict specially workers unable to accomplish their work properly in the work place.*

The above statement also indicates that conflict in the work place is related with work and accomplishment of activities in expected situations and in relation to the need of bosses or leaders of the organization. Nature of conflict in the work place is also related with work motivation. When activities are performing, some workers might be less motivated to do like their coworkers in the work place to accomplish that activity in the expected manner by their coworkers and by their leaders. So conflict would start because of this condition in the work place. Being less motivated in the work place the worker could be exposed to work place
conflict. Conflict in the work place of Abebech Gobena Yehetsanat Kebeabena Limat Mahiber (AGOHELMA) has the nature of disagreement and being arrogant to listen and discuss with others. Wherever, discussion is crucial to perform any activity. Discussion or communication in the work place is important. As stated by participant ten:

In work place there are conflicts in relation with work conditions, specifically, conflict related with overconfidence and arrogance. Therefore, we try to solve the conflicts to resolve and minimize the issues. To manage the conflict, we discuss each other on the points to maximize our work place productivity.

We can understand the following issues from the above statement. Conflict in the work place is not avoidable and it would be occurred in any form. So rather than bothering on the occurrence of conflict, it is very crucial to try to manage the conflict through discussion and communication. Thus workers in the work place should discuss anything those related with work activities openly and Cleary. Related with this idea, avoiding overconfidence in the work place is also significant to advance work place production. Workers who are working at AGOHELMA have challenges related with arrogance in their work place to perform their work sufficiently. Conflict in the work place has the nature of disturbance of work environment and it creates negative influence on work. According to some key informants and FGD discussants, those which are happened conflicts in the workplace are difficult, harm workers and put their own negative outcomes on employees. However, according to some key informants and FGD discussants responses the conflict in the workplace has positive outcomes and it is used to promote well working environment. The other nature of conflict in the workplace is happening on one individual or worker is that he/she is unable to identify his or her job descriptions. Workers some sometimes have role confusion and ambiguity in the working environment at the work place in Abebech Gobena Yehetsanat Kebeabena Limat Mahiber (AGOHELMA). Workers had no clear cut working job description. Because of this conflict, in the work place would happen in day to day activity. When we can see the additional other nature of conflict related with work place conflict in Abebech Gobena Yehetsanat Kebeabena Limat Mahiber (AGOHELMA) is related with doing and don’t doing commands or instructions of AGOHELMA and related with contestation/struggle on works. When workers work together something, they are exposed to shirk/ stopping to work or social loafing. Doing something jointly has a nature of being exposed
to social loafing in the work place. In relation to this workers in AGOHELMA have been exposed to for the following situations as stated by participant four in the following manner:

When I work together with other people, some people try to loaf their work and the are voluntary to use their capacity. In many days I remember that the work is really done by other person but awards and acknowledgement was taken by other body that was not participated in the activity. In our work place work pressure is put on some individuals. Because of this conflict is happen in our work place in different times.

From the above statement the one can understand that at AGOHELMA, workers are exposed to social loafing problem in their working environment. Unable to give appropriate thanks giving or acknowledgement for workers, it would create conflict in the work place when things are done by somebody else and the acknowledgement is taken by other at the end. Some workers are very fast to take the working of others and seen as they have done it by their own. At that movement, the authentic workers or real workers start to dispute with that somebody else about that inappropriate acknowledgement given by bosses or coworkers to somebody who were not involved that activity. Therefore, conflict in the work place would begin related with situations.

The nature of conflict in the work place characterizes by work pressure increases and workers leave out from the organization.

Work pressure has high magnitude to change the workers behaviors in to conflict. Due to this, conflict occurs among workers in the workplace. In addition to this, Feelings of superiority among workers are the manifestation conflict in the workplace. Conflict in the work place is when one individual unable to understand and communicate with other because of thinking differences. It is well known thinking difference in any place would be the initiator of conflict. Conflict in the work place could limit productivity of the organization and development of the country as well. According to the key informants and FGD discussants, the nature of conflict in the workplace has a characteristic of unable to communicate because of thinking and attitude difference as well as standing in opposite side of others interests and thoughts. Related with this attitude change conflict in the work place is happened at AGOHELMA.
4.2. Causes of conflicts among the workers in the work place

- **Gossip/canard**

When we come to causes of conflict among workers in the work place of AGOHELMA, the research finding was gossip or canard. As discussed by key informants and focus group discussants, in addition to gossip or canard/innuendo the causes of conflicts in the workplace Abebech Gobena Yehetsanat Kebekabena Limat Mahber (in AGOHELMA), is being arrogant to receive comments and commands related with working issues. As research participants responded that in this workplace, workers have been challenged by gossip/canard. This phenomenon led to conflict and made them challenged while they were working in the working place. Unable to communicate and discuss on things with concerned body clearly was the other cause in that workplace. As stated by participant five, in the following manner different kinds of gossips exercised and challenged the workers in the organization which has led the workers in to conflict:

   **While you are working, some body may go to your boss and talk about**
   **you to transfer and expose you to something which can hurt you in the**
   **work place. He or she disclose your secret to your boss to damage you**
   **and tried to gain acceptance by your boss he or she also tried to make**
   **you hated and unwanted worker by your boss in the work place if he or**
   **she can get acceptance by his or her boss after discussed a lot about you.**

From the above statement one can draw the following points. Workers who have been worked in that organization tried to get the interest and respect including different gifts from his and her boss. So as to fulfill this needs that individual tried to expos his or her friends to be hated by his or her boss. Disclosing the coworkers secrets were the other issues those would lead to conflict in the work place at AGOHELMA among workers in a work place environment.

- **Disobeying commands and instructions**

   As stated by participant eight, causes of conflict in the work place are manifested in the following conditions:

   **In many times, workers were not ready to accept the commands**
   **and instructions of bosses in the work place of AGOHELMA. Because**
   **of this, work place conflict would happen in our organization.**
I have also experienced this conflict in this organization.

According to the participant responses, unable to receive commands and comments from leaders and co-workers and also being choleric (easily becoming angry) were the cusses of conflict at Abebech Gobena Yehetsanat Kebekebena Limat Mahiber (AGOHELM); When bosses ask somebody to do something related with his or her work, that individual would refuse the commands and comments of the leader or his/ her nearest boss. In addition to this, as some informants discussed that not only workers but also their leaders or boss are not voluntary to collaborate in the needed working situations in the workplace of AGOHELMA. As understood in the above, causes of conflict in the work place of AGOHELMA among workers disobeying to work related commands was the one which triggered conflict.

- **Limited resources**

As stated by participant eleven, the causes of conflict in the AGOHELMA work place were the following situations:

> We accomplish our work through using the same kind of tools to finish our task with our friends. For example, one day I could exposed to conflict with my friend because of our mutual printer. Immediately, I reported to our boss to eliminate this problem and also I reported that using limited materials is pushing us in to conflicts with our coworkers in many times.

The response of participants indicates that workers share different materials while they were working. Workers have been exposed to conflict because of working materials that is needed to accomplish their work first and in quality. However, the other party tried to accomplish like the first party and finish in time as well as in quality. Therefore, those two parties would to enter to conflict to be the first and finish their work in time including accomplishing their work in a quality. Sharing working materials or using materials together was the cause of conflict in the work place at Abebech Gobena yehetsanat Kebekebena Limat Mahebr.

- **Not conducive working environment**

According to key informants and FGD discussants discussion, one of the causes of conflict in the workplace, is having not a favorable/conducive working environment in the work place. When
workers feel stressed due to different work stressors like noise, narrowed office, broken chair and table, lack of light, threatens from different bodies are causes to enhance the working environment not to be conducive for workers.

- **Feeling of superiority and having negative attitude**
  
  As the participants responses show that feeling of superiority and having negative attitude towards somebody or co-workers could create conflicts in the workplace at Abebech Gobena Yehetsanat Kebekabena Limat Mahiber (AGOHELMA). Workers have showed a feeling of superiority inside their perception and they manifest when they order somebody to accomplish something that is needed in time, then they try to down warded the ordered body and promote themselves as they are the important one regardless of the ordered body. In addition to this, workers and bosses have shown as they have negative attitude towards somebody who are working with in that workplace at AGOHELMA. Lift up own ideas, thoughts and inferior the others’ ideas, views and thoughts.

- **Jealousy/envy**

  According to key informants and FGD discussants responses that in AGOHELMA there was jealousy/envy among workers. This jealousy/envy was related with job descriptions, increment of salary for some individual, shifting position, awarding situations and education levels. Because of the above reasons workers enter into conflict in the workplace. As stated by the FGD discusants envy and jealousy would be the cause of conflict in the following manner:

  *When coworkers try to compete in negative situations, envy of evil spirit increase*

  *Considering the others or coworkers as it was incorrect and inappropriate. Rather than using my capacity, he or she tried to bring my failure in*

  *the work place. Therefore, conflict in the work place among works could happen because of envy or jealousy in the working environment.*

  From the above discussion one will understand that envy or jealousy in the work place could be the triggered means to conflict among workers in the work environment. Workers who have worked in AGOHELMA would affect by envy or jealousy in the working environment. Some workers tried to bring the failure of her or his friend opportunities because of envy or jealousy than working like his or friends in the work place.
• **Disrespect workers’ rights**

The responses of FGD discussants indicated that workers in the work place of Abebech Gobena Yehetsanat Kebekebena Limat Mahiber have not been respected appropriately in their working environment. The participants also pointed out as they are exploited in their human right in their work place. Disrespect the rights of others’ employees while activities have been conducted. According to participants, workers rights were not protected in different dimensions. Some leaders insult, show inferiority, penalizes the salary of workers.

• **Discrimination**

Discrimination is exercised in AGOHELMA as participant 13 pointed out in the following manner:

> In our organization, people are talking about discrimination which happen on them in day today activity in relation to religion, ethnic and politics. I also the one who is suffering because of this kind of discrimination in the organization.

The workers are Discriminate from different privileges because of his or her religion and ethnicity. As participants responded and indicated that, some workers have partiality related with religion and ethnicity in the workplace. Based on this some workers are affected because of their religion and ethnicity in relation to different privileges. Therefore, conflict in the workplace happened due to the above reasons.

• **Absence of work and not being punctual**

As key informants and FGD discussants responded that cause of conflict in the work place related with punctuality/ not arriving at a time in the workplace, being absent from work without permission, defalcate the beginning and the starting working time and leaving out from the working environment in the working time without permission. Workers in the workplace misused their starting and working time. Some workers arrive late in the morning and in lunch time; some workers go out from work place environment when the time is not yet up. Some workers in the work place spend much time without activity and some of them go out without permission from work place. According to Participants revealed that being irresponsible in the working environment and unable to be faithful in the workplace would have been the causes of conflicts among workers in Abebech Gobena Yehetsanat Kebekebena Limat Mahiber.
• Lack of smooth relationship and respect

According to the participants, the relationship of employees was not fine in the work place at AGOHELMA as stated in the following manner by participant fifteen:

*My relationship with others is not good. I know that as I have my own weakness, but others negatively influence in my life is more in my work experience of AGOHELMA. You can see at break time and lunch time when workers being lonely and separately in their working area. They do not interact and being together when they need. If you ask me about this, my response also will be as I don’t want to talk and to eat with some people who are in this organization.*

According to key informants and FGD discussants, conflict in the workplace could related with there was no smooth relationship and had no mutual respect among workers in AGOHELMA, because this conflict in the workplace is common in that area. Related with ethnicity and religious issues communications and positive relationship in the workplace is not manifested in day today work activities. In relation to this, differences in goals, limited resources, reward structures, difference in perceptions, unfair treatment as well as leadership management aspect are the causes of conflict among workers in this organization.

• unable to govern rules and regulations of AGOHELMA

According to key informants and focus group discussants, being incapable to govern by the rules and regulations of the organization of AGOHELMA was one of the causes of conflict in the work place at Abebech Gobena Yehetsanat Kebekabena Limat Maheber. Workers should respect and be governed by the rules and regulations of one’s organization. Based on the rules and regulations workers would be accountable. When workers show ignorance to the rules and regulation of AGOHELMA, the concerned body like managers, leaders, and co-workers would start to keep it up in the workplace. Due to this reasons, conflict in this workplace started among workers.

• Being aggressive and punishing workers

As to FGD discussants responded that showing aggressive behavior and salary reduction or oral warning including written warning punishments of workers without sufficient reasons in the
workplace is common in Abebech Gobena Yehetsanat Kebekabena Limat Mahiber (AGOHELMA). Similarly, the key informant participants indicated that in following manner as stated by participant sixteen:

*I am not satisfied in- my work. Because, my boss order me aggressively and talk aggressively related with work. Then, I feel bad and I will try to response this aggressiveness by doing things lately and sometimes in wrong way. I know this not well. I do it again and again. As soon as I enter in to conflict with others unconsciously . You may ask me why, I response that why not he offended and ordered me aggressively. You know we all are human being equally. So, why not he always approaches with me aggressively? In addition to this my boss punishes me and other my boss passes different kinds of punishment on me without sufficient evidences and reasons.*

From the above statement we can understand that workers have been challenged by aggressively ordering and punishment without sufficient reasons. Bosses commanded and ordered employees aggressively. When workers ask to change those threatening aggressive behavior situations, they may lose their work opportunity and it leads different kinds of hidden and open punishments.

- **Being bored and irresponsible for the organizations**

Being boredom and irresponsible for the organizations’ materials would be the causes of conflict in the workplace. According to key informants and FGD discussants, some workers have worked their work. Because of this conflict in that organization has been exercised. Not only boredom in the workplace but also being irresponsible for the organization’s materials was one of the causes of conflict in Abebech Gobena Yehetsanat Kebekabena Limat Mahiber (AGOHELMA).

- **Theft**

According to key informants and FGD discussants responses showed that conflicts in AGOHELMA is happening because of thieving different workers’ materials in the work place. Taking to home different materials that are not allowed to workers was one of the cause of conflict in the work place and unable to use working materials for the objective of the organization. Some workers steal their coworkers’ different materials such as mobile, money, and different cosmetics materials.
• **Intolerance**

At AGOHELMA, intolerance among workers mentioned as the causes of conflict in the workplace. The following participant nine indicates as the issue is existed.

> If you tell something to your friend about related with something is important for him, he may not accept your comments and your suggestions. When conduct meeting as participant you may raise some point related with something which should be avoid ear something which should be advanced. At this time, the one who seems affected by the raised issues try to oppose you he or she couldn’t accept your ideas. There are some people directly opposes your opinion, your thinking, and your thoughts. I remember that because of the differences of ideas we entered to conflict before months. In our organization intolerance is common and as I have experienced it is not well to work place environment if we are become intolerable each other.

From the above statement one can understands that unable to accept ones’ idea, thinking, belief, and thoughts are the cusses of conflict in the work place of AGOHELMA.

• **Work performance**

Key informants and FGD discussants responded that unable to accomplish works properly could because of conflict in the workplace. Lower acceptance for performed activities in the workplace could also be the cause of conflict. Managers focused only on the result of the work and not to understand the situation of the works at the time being. Workers are exposed to bad feeling.

• **Knowledge and information gap on rights and duties**

In AGOHELMA, workers have not sufficient information and knowledge on their rights and duties in the work place. In relation this, they have entered in to conflict with coworkers in different times. The following participant two responses indicates the issue clearly.

> According to my experience, there some people who don’t know their right and duty in our organization. They have also knowledge and information gape regarding what they do or not in the work place. Because of this conflict in the workplace is happening in different times. Let me tell you my experience related with this condition. The one who has working with me
has not know his right and his duty at the same time. Therefore, we have been in conflict in various situations in AGOHELMA.

Because workers have no knowledge and information about their rights and duties, causes of conflict emanated from such kind of situation. As explained by FGD discussants in the following manner, causes of conflict in the work place related with unable to understand rights and duties of oneself:

Unknowing to rights and duties would create conflict. Most of the time conflict rises from unable to know the rights and duties of one’s’ individual in the work place. The top managers tell you only your duties and don’t say anything related with your rights. Working is my duty in the work place as well as he or she should keep my rights. If you go to many managers, they talk to you about your duty. When I stand to get and to respect my right, there may be something boom to distract working environment. Finally you may leave out from this organization and the organization would lose you. This is bankruptcy for that organization in general.

From the above statement one will understand that disrespectsing the rights of workers would lead to work place conflict in the working environment. And also expecting always workers duties could expose to conflict.

4.3. Conflicts that are experienced at AGOHELMA among workers

Task related experienced conflict

The research finding which responded by key informants and FGD discussants indicates that, according to employees working experience, the given task to accomplish at a time was the means of conflict or task related conflict exercised by workers at Abebech Gobena Yehetsanat Kebekabena Limat Maheber (AGOHELMA).

Work performance efficiency conflict

Conflict related with measurement of work performance efficiency conflict happened in the organization, according to the key informants’ discussants responses show that. The following responses which stated by participant eleven reveals the issue clearly.

I have working in a well manner during work life in this organization.

However, bosses has been filled my result just like the one who has not work
ability and efficiency. Because of this in many times I encountered conflict with bosses and friends. Some people like me could have received the least results at the end of the year. In other condition, the people who have not well performance in their work place could gate the best result. At this time we coworkers start to conflict related to this imbalance work performance efficiency conflict.

From the above statement the one can understand that work performance efficiency is being the causes of conflict in work place of AGOHELMA unless it filled correctly.

Conflict related with loafing

According to participants, social loafing occurred as one of the type of conflict related with it at Abebech Gobena Yehetsanat Kebekebena Limat Mahiber (AGOHELMA). While workers were in the same task type, some individuals were loafing than performing effectively.

Sometimes we work together in our organization at Abebech Gobena Yehetsanat Kebekebena Limat Mahiber.

For instance, I have been working correctly; however, some my friends had not perform their work properly in this organization.

There is one person that I can not mention his name now who has been done with us in pseudo manner. When I see like this, activity I always try to start to conflict in the work place with this person.

Not only this, but also there are others who perform their work artificially.

From the above statement one can understand working together in the work place of AGOHELMA social loafing is experienced in this organization.

Conflict related to commanding

According to key informants and FGD discussants responses showed that conflict related with the order of bosses by high tone of voice. As participants responded that some mangers or bosses have commanded the worker in high tone or voice when they need something. At this time, workers reply negatively or in appropriately, due to this reason conflict arisen in the workplace of Abebech Gobena Yehetsanat Kebekebena Limat Mahiber (AGOHELMA).

Conflict related with work quality performance

As stated by participant twelve in the following manner, conflict in the work place of AGOHELMA have been experienced I relation with in quality performance of work.
Completing our work is our mandatory. However, people have no any idea regarding doing activities in a quality manner. In day to day my activity, I have tried to perform my own work in quality. If you see now some individual in his or her work place in this organization accomplishing work without any care is common. Because of this, bosses and workers become in to conflict in the work place. The conflict is not only bosses but also with their coworkers. Surprisingly, some people want to hate you because of your quality working performance in the work place.

I have been challenged related with condition. They want other people being as they have exercised now. Even if they do not want me I respect love them in my work place and want try to motivate them in their work style.

From the above statement one can understand that conflict related with quality performance of work occurred in the AGOHELMA within workers because of quality of work. In addition to this, conflict that was related with the given assignment and accomplished it yet in the workplace was the other type of conflict in the working environment of Abebech Gobena Yehetsanat Kebekabena Limat Maheber.

Conflict related with benefits

In GOHELMA, workers entered in to conflict because of different types of benefits in the work place. The following statement of participant seven has shown the reality.

When different gifts prepared to workers, it is seems deliberately done to benefit tier relative and friends including their relatives. Strong workers are not the chosen for that benefit in their work place rather their relative and friends will be beneficial at the end of the day. When the committee needed to this kind of activity they try to choose each other to be benefited from the ceremony. On the other side, people who are not chosen for committee and who are not selected to that gift in that work place, they try to enter to conflict easily. I have experienced this situation in this organization many times.

From the above statement on can understand that conflict that has a relationship with interest or
benefit was one type of conflict at workplace. When somebody is prohibited from different benefits, he or she may enter into conflicts with his or her co-workers and leaders in the workplace of Abebech Gobena Yehetsanat Kebekebena Limat Mahiber (AGOHELMA).

**Tardiness**

As stated by participant three, conflict in the workplace of AGOHELMA has been experienced by the following statement.

*In myself I have no a problem related with tardiness. However, there are some my friends who are coming lately in to work place and they are leaving out from work place before the time ended. Then, I have exposed to enter to conflict with them. Because when they come lately into work place the designed project in our organization will not succeeded. Many workers come in to work place lately. In day to day, conflict related with tardiness is experienced in our work place. I remember the day was Monday and the one who is coworker with us came in to our work place very late. Then, I asked her why she was late and she replied carelessly at that moment I was offended with her because of her responses and action.*

From the above statement we can understand that, conflicts in the workplace because of late coming or going to workplace could be the conflict issues of workers at AGOHELMA. When they come to work lately they faced to conflict with their coworkers and bosses or mangers. Therefore, coming late into workplace was the experiences of participants in their working life time.

**Humiliation of workers**

Employees who have been worked at AGOHELMA hindering in related with humiliating in the work place as participant four stated that in the following manner.

*In this organization, some workers including me have experienced humiliation in the work place of AGOHELMA. Some bosses have been challenged us by humiliating when something has done wrongly in the work place. I always offended because of the unethical speaking of by those bosses. If you humiliated in the work place, your ambition and*
motivation will decrease to accomplish everything in your working environment. Some coworkers undermine me if my activity has not direct relationship and if couldn’t agree with their plan and objective in this organization.

From the above statement on individual can understand that undermining and disregarding employees’ by managers and somebody else was the experience of conflict in the organization of Abebech Gobena Yehetsanat Kebekabena Limat Mahiber (AGOHELMA). As participants stated that, many workers in this organization are humiliated in their activities day today in the workplace. Then conflict between workers and managers including the nearest bosses would appear to reduce or to stop that kind of humiliation from their working environment.

**Limited resources**

According to key informants and FGD participants statement, conflict related with co-working by the same materials has been exercised the issues of conflict at the workplace of AGOHELMA. When workers use the same materials such as computer, printer and cleaning materials including chairs and tables, it could be the cause of conflict in the workplace which are exercised by participants.

### 4.4. Workers conflict management manner in the work place

- **Conducting discussion**

Workers who have been worked at AGOHELMA exercised to mange conflict as the response of participant nine indicated that in the following satiation.

*I think conflict is not avoidable in the work place and in other places where human beings live there. Therefore, we may expose to conflict in our work place. when conflict happen in this organization in , I will solve or manage the occurred conflict through conducting discussion and communication with my opponent by using two or more than two people. Discussion and communication is very important to manage our conflict in smooth manner than entering to unnecessary conflict in the work place.*

From the above discussion and statement one can understand that, when workers who work at Abebech Gobena Yehetsanat kebekabena Limat Maheber face conflict, they manage conflicts
through discussion with two or more than two people. In addition to this, according to participants’ responses, when conflicts occurred in their work place, participants have tried to resolve the work place by discussion and communication with their opponents.

- **Asking forgiveness**

The workers manner to manage conflict in the work place of AGOHELMA is stated in the following condition according to the participant thirteen.

> *Before my opponent asks me forgiveness, I am ready to ask him or her forgiveness to manage the occurred conflict in the. Forgiveness is crucial for our work environment to conduct our activities smoothly and successfully according to the mission and vision of the organization what expect from us. Some people are not eager to ask and accept forgiveness when wrong things have done him or her life; however, it is not good. Asking forgiveness is not humiliation and not being foolishness rather it is being wise and problem solver in our life in anywhere.*

From the above discussion on can understand managing conflict of the workers manner in AGOHELMA is asking forgiveness to the opponent one to eliminate the conflict from working environment. As discussed by participants, to solve or to manage the conflict in the work place at Abebech Gobena Yehetsanat Kebekabena Limat Maheber, workers have asked forgiveness and tried to bring peace in the work place.

- **Identifying the root causes of the conflict**

Workers tried to use as a style of conflict management identify the root causes of their conflict to manage their conflict. Identifying the root causes of the conflicts was the first exercise to eliminate or to avoid the conflicts from the workplace. Then, to resolve the conflict in the workplace, workers used as a mechanism of conflict management style, discussing with the opposite side of the disputants body immediately. In addition to this, key informants and FGD discussants manage their conflicts in bringing to tangible information for happened issues and discuss on it.

- **Composedness/stability**

Managing conflict manner is related with composedness and stability in the work place as stated by participant six.
I will manage through stability spirit the conflict it if it comes. Being stable in the working environment is crucial to postpone the coming conflict in the work place. I should have stable spirit in my working environment to protect my self from unnecessary disputing condition in work place. When somebody tries to bring issues that trigger conflict, I should be stable to manage the coming conflict in the work place. Composedness is important for workers I the work place save them from disputing with their coworkers without sufficient reasons.

From the above statement one can understand that according to discussants responses way of conflict management is composedness/stability and using positive approaching in the workplace. When conflict occurred in the workplace, they should be stable and composed to manage the conflict in the organization in which they work. Stable spirit in the workplace would resolve the conflict effectively than would increase the magnitude of conflict.

4.5. Workers conflict management commitment in the future

From key informants and FGD discussants the following conflict management commitment in the future has found as stated below.

If conflict occurs in the future, respondents are ready to thinking over and over about the conflict and announce or inform to the concerned body. Then, they will attempt to identify the causes of conflict and prepare the remedy. After that, conduct discussion and listen in patiently to resolve the conflict. In addition to this, research participants’ aimed that to understand their opponents as he or she has important and has his or her own goal like them. Then, when workers are exposed to work place conflict, they plan to manage the conflict which occurs in the work place through forgiveness. And also they are prepared to telling to the nearest boss and manger is the commitment of workers to manage work place conflict in AGOHELMA. Then they try to asking forgiveness before he or she asks. After they asked forgiveness, they will reporting to the concerned body if he or she will not give a solution, leave out from the organization totally. The next procedure is ignoring the issues which enhance the conflict in the work place. Finally, they try to understand the opponents’ behavior and understand the goal of the issues which lead in to conflict.
4.6. Conflict management styles of research participants in the workplace

According to research participants, conflict management style of workers in AGOHELMA has found in the following manner: Understanding the conflict in different angles and asking forgiveness. Then, by avoiding the communications which are not necessary for workplace was one of the conflict management styles in the workplace of the organization. After that identifying the issues, understanding the problems resulted from the issues, collecting sufficient information and giving best solution for the happened conflict was also the other conflict management styles in the workplace. In addition to this, identifying the problem by conducting the discussion was the additional management styles. The other conflict management styles were, reducing the causes of conflicts and making the work environment conducive.

4.7. Procedures and steps that workers follow to manage conflicts in the workplace

This research finding has shown the following results that found from key informants and FGD discussants.

According to the research participants, the procedures that they follow to manage workplace conflicts were communication and discussion with their opponents in the workplace of AGOHELMA. This research finding shows that knowing the causes of the conflict; discuss clearly and try to solve the conflicts were the next steps that workers pass through in this organization in their work life. Identifying the root causes of the conflict; then asking forgiveness if they do not succeed, leave out from the conflict environment. When the conflict occurred, just ignore the conflict then. When conflict became resolved try to identify the type of conflict. Finally, give a remedy to the conflict. Being patience, understand the need of others; understand the work is equal for anybody who is working in the workplace, asking forgiveness and leave out from the conflict environment. In the beginning understand the conflict, then understand conflict occur everywhere, don’t emphasis the occurred conflicts then try to find the best solution to bring peace in the workplace. As key informants and FGD discussants responded that discussion with the concerned bodies that are around in the work environment was the procedure that the workers has been passed through. Finally, research participants have been tried to discuss with people who have close relationship with that person who is opponent with them in the workplace.
4.8. Conflicts that are challenging/hindering of workers to manage in the workplace

This research finding form key informants and FGD has shown challenges or hinder of conflict to manage in the work place in AGOHELMA.

Research findings have indicated that, workers have challenges to manage conflicts that are related with politics, religion, and ethnicity. As research participants pointed out, conflicts that are related with garrulity/talkativeness and canard/gossip were difficult to manage in the workplace easily. According to key informants and FGD discussants responses, conflicts that are involved third party which means when the other person entered to among two opponents by siding or by favoring for his or her relatives including friends. Therefore, this type of conflict was so difficult to manage in the workplace. The research finding has shown that, conflict related with bosses or mangers was impossible to manage and to control in the work place of AGOHELMA. Commands and orders that are emanate out of the rules and regulations of the organization.

4.9. Strategies for unresolved conflicts in the workplace

The research finding for unresolved conflict strategies in the workplace that found from key informants and FGD discussants is stated in the following manner.

Workers for unresolved conflict in the workplace would have reported to higher concerned body which meant reporting to bosses and managers including legal system. According to key informants and FGD discussants responses indicated that workers for unresolved conflict, leaving out from the conflict environment and opponents. Research findings indicate that workers for unsolved conflict in the workplace just ignore the triggers issues which bring the conflict. And also workers prefer to keep silence than approach the conflict. Workers who are not willing to protect from conflicting situations a punishment would pass to sanction from different benefit of organization including salary reduction and oral and written warning. Research participants have done the following remedy for non resolved conflict in the workplace by leaving out from the existed working position and working environment as well. For unresolved conflict, workers who have been in workplace conflict tried to take away the issues into legal system. Research participants have been tried to get a solution by asking advice from
well experienced people on conflict management. According to key informants and FGD discussants, for conflicts which are not resolved or solved in the work place, workers tried to ask the organization work resign permission and give up the work at all.
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. SUMMARY
Nature of conflict in the work place is observed in different ways. One nature of conflict in the work place is conflict related with working activities in and accomplishing work in quality. The research finding also reveals that conflict in the work place has no longer time exist; it ends in short period of time. Conflict in the work place linked with job and achievement of activities in expected situations and in relation to the need of leaders of the organization.

Nature of conflict in the work place is also related with work motivation. While activities are performed, workers would have been less motivated to do like their coworkers in the work place to complete that activity in the expected approach by their coworkers and by their bosses. Conflict would start because of this condition in the work place. Being less motivated in the work place could expose to work place conflict. Conflict in the work place has the nature of disagreement and being arrogant to listen and discuss with others. Conflict in the work place is not avoidable and it would be occurred in any form. So rather than bothering by the conflict, it is very crucial to try to manage the conflict through discussion and communication. Thus, workers in the work place should discuss anything related with work activities openly and clearly. Related with this idea, avoiding arrogance in the work place is also important to promote work place productivity.

Workers who have worked at Abebech Gobena Yehetsanat Kebekebena Limat Mahiber are challenged related with arrogance in their work place to perform their work place activity in adequate manner. Conflict in the work place has the nature of disturbance of work environment and it creates negative influence on work. As the research finding indicates that conflicts that happen in the workplace are difficult, can harm workers and put their own negative outcomes on employees.

This research finding is in line with the research finding of Charlton (2010) conflict has also negative outcome such as the damage of team morale, motivation for organizational change, workplace relationships, unresolved tensions that lead to future conflicts, lost opportunities. However, this research finding reveals that conflict in the workplace has positive outcomes and it is used to promote well working environment. In line with this finding, the research finding of
Yazdanifard and Huan (2012) has also as conflict positive outcomes. Conflict has the following importance, such as, conflicts serve as a learning curve for all organizations. Without conflict, an organization will not improve. Superior and subordinates would learn to resolve the conflicts that occur instead of just avoiding that conflict.

The other Nature of conflict in the workplace is happened by one individual or worker unable to identify his or her job descriptions. Workers have role confusion and ambiguity in the working environment at the work place in AGOHELMA. They had no clear cut working job description. Because of this, conflict in the work place would happen in day to day activity. The additional other nature of conflict related with work place conflict in AGOHELMA is related with obedience or disobedience to commands of bosses and related with contestation/struggle on works.

When workers work mutually something, they are exposed to shirk/ stopping to work or social loafing. If the work is given to workers according to their knowledge, experience and interests, shrink among workers will happen in the work place. Doing something jointly has a nature of being exposed to social loafing in the work place. At AGOHELMA, workers exposed to social loafing problem in their working environment. Unable to award proper recognition giving or acknowledgement for workers would produce conflict in the work place. Things could be done by somebody else and the recognition is taken by other at the end. Some workers are very quick to take the deeds of others and to demonstrate as they have completed by their own. At that moment, the faithful workers or genuine workers start to dispute with that somebody else who were not involved that activity about that in appropriate acknowledgement given by bosses or coworkers to somebody.

Therefore, conflict in the work place would begin related with this situation. The nature of conflict in the AGOHELMA work place characterizes by work pressure increases and some workers are leaving out from the organization. Work pressure has high amount to change the workers behaviors in to conflict. Due to this, conflict occurs among workers in the workplace. In addition to this, feelings of superiority among workers are the manifestation of conflict in the workplace. Conflict in the work place is when one individual unable to understand and communicate with other, because of thinking differences. It is well known; thinking difference in any place would be the initiator of conflict. Conflict in the work place could limit productivity of
the organization and development of the country as well. According to the key informants and FGD discussants, the nature of conflict in the workplace has a characteristic of unable to communicate because of thinking and attitude difference as well as standing in opposite side of others interests and thoughts. Attitude differences are human behavior, so as human being we have different attitude either positive or negative attitude towards something. Related with this attitude differences conflict in the work place is happened at AGOHELMA.

The research finding shows that causes of conflicts among workers in the work place of AGOHELMA were gossip and canard. In addition to gossip and canard/innuendo, being arrogant to accept comments and instructions is related with working issues. As research finding shows that in this workplace, workers have been challenged by gossip/canard. If there is no open discussion to decide and to do something, gossips and canards will occur in the work place. This event would lead workers into conflict and made them challenged while they were working in the working place. Unable to communicate and discuss on things clearly with concerned body was the other cause in that workplace. By using gossip and canard Workers who have been working in that organization tried to get the attention and respect including different gifts from his/her boss. So as to fulfill this desires, that individual tried to exhibit his or her friends hated/unloved by his or her boss by using gossip and canard. Disclosing the coworkers’ secrets were the other issues which would lead to conflict in the work place at AGOHELMA among workers in a work place environment. Keeping others’ secret is important in anywhere when we work, live, make relationship with anybody.

At workplace, many workers spent much time than other place. Therefore, workplace should be conducive work environment for all workers. So as to establish these situations, workers should communicate clearly and openly in anything related with workplace manner. Unable to accept instructions and comments from leaders and co-workers and also being choleric (easily becoming angry) were the cusses of conflict at AGOHELMA. While leaders ask to somebody to do something related with his or her work, that individual may oppose to accept the instructions and comments of the leader or his/ her nearest boss. In addition to this, as research finding reveals, leaders or bosses are not voluntary to collaborate in the needed working situations in the workplace of AGOHELMA.

Therefore, causes of conflict in the work place of AGOHELMA among workers
related with refusing work related commands were the one which triggered conflict. The response of participants indicates that workers share different materials while they were working. Workers have been exhibited to conflict because of working materials that they need to accomplish their work first and in excellence. However, the other party tried to accomplish like the first party and complete timely as well as in quality manner. Therefore, those two parties would enter to conflict to be the first and complete their work timely including accomplishing their work in quality. Sharing working materials or using materials together were the causes of conflict in the work place at Abebech Gobena yehetsanat Kebekabena Limat Mahebr. Causes of conflict in this situation related with working with limited resource. This research finding is related with the research finding of Nishan Tamiru (2014) that he found as a cause of conflict related with resource scarcity.

The research finding revealed that one of the causes of conflict in the workplace was being unfavorable/ not conducive working environment in the work place. When workers feel stressed due to diverse work stressors like noise, narrowed office, broken chair and table, lack of light, threatens from different bodies are causes to enhance the working environment not to be conducive for workers.

As the participants responses have shown that feeling of superiority/ putting oneself in higher position/ and having negative attitude towards somebody or co-workers produces conflicts in the workplace in AGOHELMA. Employees have showed a feeling of superiority inside their perception and they manifest when they order somebody to accomplish something that are needed in the time. Then they try to down ward the ordered body and promote themselves as they are the important one regardless of the ordered body. In addition to this, workers and bosses have shown as they have negative attitude towards somebody who are working with in that workplace in AGOHELMA. Lift up own ideas, thoughts and inferior the others’ ideas, views and thoughts.

In AGOHELMA there was jealousy/envy among workers. This jealousy/envy were related with job descriptions, increment of salary for some individual, shifting position, awarding situations and education levels were cause to conflict in the workplace. Because of the above reasons, workers enter into conflict in the workplace. Research finding indicates that envy and
jealousy would be the cause of conflict in the work place in AGOHELMA. From the above discussion one will understand that envy or jealousy in the work place is could be the triggered means to conflict among workers in the work environment.

Workers who are working in AGOHELMA would be affected by envy or jealousy in the working environment. Some workers tried to bring the failure of her or his friend as an opportunity because of envy or jealousy than working like his or friends in the work place. Lack of respect the rights of others employees while work have been conducted. According to the research finding indicate that workers’ rights were not protected in different dimensions. Some leaders insult, more inferior, penalize the salary of workers. Without respecting workers’ right in the work place, every organization will not properly function. Unless workers are treated equally and respect right in the work place, the production and output of the organization also will decline in different manner.

Workers are discriminated from different privileges related with his/her or his/her religion and ethnic. As research finding shows that, some workers have partiality related with religion and ethnicity in the workplace. Based on this some workers are affected because of their religion and ethnicity in relation to different privileges. Therefore, conflict in the workplace happened due to the above reasons. Similarly, the causes of conflict in the work place as related with biases and prejudices have been done on workers (CPP global human capital report, 2008). Not only had hard work place but also in different places people try to make partiality for their identity related with religion, language, ethnicity, and color. However, making any form partiality in anywhere is not good for anybody including the individuals who make partiality in any form.

The other cause of conflict in the work place related with not punctuality/ not arriving at a time in the workplace, being absence from work without permission, defalcate (being extravagant) the beginning and the starting working time and leave out from the working environment in the working time without permission. Workers in the workplace misused their starting and working time. Some workers arrived late in the morning time and in the lunch time; some workers go out from work place environment when the time is not up. Some workers in the work place spend much time without activity and some of them go out without permission from work place.

According to research finding revealed that being irresponsible in the working
environment and unable to be faithful in the workplace would be the causes of conflicts among workers in AGOHELMA. Arriving at a time in to work place and leaving out at a time from work place is crucial to reduce conflict in the work place related with this condition. The other best way to reduce conflict in the working environment is working the given works properly, effectively and efficiently according to the organization’s mission and vision of AGOHELMA.

When we come to positive work environment relationship and respecting each other at working area research findings shows that, Conflict in the workplace related with there was no smooth relationship/poor communication and had no mutual respect among workers in (AGOHELMA). Because there was no smooth relationship and giving respect for workers’, conflict in the workplace is frequently occurred in that area. Related with ethnicity and religious issues, communication and positive relationship in the workplace is not manifested in day today work activities. This research finding is in line with the research finding of Nishan Tamiru (2014), that was poor communication was the cause of conflict. In relation to this differences in goals, limited resources, reward structures, difference in perceptions, unfair treatment as well as leadership management aspect.

Incapable to govern by the rules and regulations of the organization of AGOHELMA was one of the causes of conflict in the work place at Abebech Gobena Yehetsanat Kebekebena Limat Maheber. Workers should respect and governed by the rules and regulations of one’s organization. Based on the rules and regulations workers would be accountable. When workers show ignorance to the rules and regulation of AGOHELMA, the concerned body like managers, leaders, and co-workers would start to keep it up in the workplace. Because of this reasons conflict in this workplace occurred between workers.

Showing aggressive behavior and salary reduction or oral warning including written warning punishments of workers without sufficient reasons in the workplace is common in AGOHELMA. Workers have been received threatening words and actions from the nearest bosses and co-workers in the workplace due to different reasons. Coworkers and leaders commanded and ordered employees aggressively. When workers ask to change that threaten aggressive behavior situations, they may lose their work opportunity and it leads different kinds of hidden and open punishments. Prohibiting recognition for things that has done in the work environment was causes of conflict in AGOHELMA. In Addition to this, showing partiality for
workers without adequate reasons was the other causes of conflict in the workplace in AGOHELMA. Workers who work in this organization have not been treated well in accordance with their benefits of workers.

Being boredom and irresponsible for the organization’s materials would have been the causes of conflict in the workplace. Showing weak work spirit in the working environment led workers into work place conflict. Based on this, workers have shown boredom spirit. According to this research finding some workers have worked their work. Because of this, conflict in that organization has exercised. Not only bored in the workplace but also being irresponsible for the organization’s materials was one of the causes of conflict in AGOHELMA.

According to the research finding shows that theft/stealing is the cause of conflict in this organization. Taking different materials to home that are not allowed to workers was one of the causes of conflict in the work place and unable to use working materials for the objective of the organization. Some workers steal their coworker’s different materials such as mobile, money, and different cosmetics materials. In the work place individuals would theft the property of their coworkers and their organization property. Thus, conflict in the AGOHEHELMA emanated from theft others property and the property of the organization. Lunching the proper security system in the organization is the best way to protect stealing of materials.

As this research finding indicates that intolerance in the workplace was the cause of conflict in the workplace of AGOHELMA. Unable to accept ones’ idea, thinking, belief, is seen among workers. Tolerance is important in every situation. As we spent much time in the work place, tolerance is crucial to conduct work in the organization. Unable to accept differences among workers could have been cause of conflict in the workplace at AGOHELMA. According to this research finding shown that in this work place religious differences and ethnicity differences were not acknowledged properly. Therefore, accepting differences is the needed issue in everywhere to run things smoothly. This research finding has a relation with the research finding of Nishan Tamiru (2014), that because of being different in attitude and values or perceptions conflict would occur.

Unable to complete works accurately could be causes of conflict in the workplace. Fewer acceptances for performed activities in the workplace would have been the cause of conflict in AGOHELMA.
According to this research finding revealed that, managers focused only on the result of the work and not to understand the situation of the works at the time being. In this situation, workers are exposed to bad feeling. Focusing only on work result could create bad feeling among workers. To emanate good work result, first workers should be accepted by bosses and coworkers as well in the work place. When workers have good feeling in the work place, they would produce what the organization expected from employees. Because some workers have no knowledge and information about their rights and duties, causes of conflict emanated from such kind of situation.

Unable to respect the rights of workers’ would lead to work place conflict in the working environment. And also expecting always only workers duties could expose to conflict. This research has a relation to Meskerem Assefa (2014) thesis finding. As human being everyone has rights and also duties as well. Expecting duties in working environment than incorporating both rights and duties, conflict in the work place will occur in that organization.

According to key informants and FDG discussants, task related conflict is experienced at AGOHELMA. As research finding shows employees’ working experience, the given task to complete at a time was the cause of conflict or task related conflict exercised by workers at Abebech Gobena Yehetsanat Kebekabena Limat Maheber. The research finding indicates that work performance efficiency results or points that are given by bosses or mangers would have been exercised by works as a conflict. Related with measurement of work performance efficiency conflict happened in the organization, according to the key informants and FGD discussants responses.

Conflict related with loafing in the working time was exercised by workers at AGOHELMA. According to research participants social loafing occurred as one of the type of conflict related with at this organization. While workers were in the same task type, some individuals were loafing than to performing effectively as research finding indicates. Workers who have been working in the organization have exercised conflict that is related to instructions/commands. Conflict related with the order of managers by high tone of voice. According to research finding indicates that some leaders or bosses have instructed/commanded workers in high tone or voice when they need to accomplish different activities in the working environment. At this time, workers reply negatively or in appropriately.
Due to this reason, conflict rises in the workplace of AGOHELMA. As the way the bosses and workers who work under bosses communication became rough, the conflict has been exercised by both individuals. In addition to this, conflict related with quality performance of work has been exercised in the AGOHELMA within workers because of quality of work. In addition to this, conflict that was related with the given assignment and not accomplished in the workplace was the other type of conflict in the working environment of AGOHELMA. The other exercised conflict in this organization was benefits based conflict. According to this research finding, conflict that has a relationship with interest or benefit was one type of conflict at workplace. When somebody is prohibited from different benefits, he or she may enter into conflicts with his or her co-workers and leaders in the work place of AGOHELMA. Tardiness/lateness as research participants’ experienced that, the conflict issues of workers at AGOHELMA. When they come to work late they face conflict with their coworkers and nearest bosses. Therefore, coming late into workplace was the experiences of research participants in their working life time. Arriving early at work place and leaving out from working environment at a time will improve the organizations’ productivity. Humiliation/dishonor of workers was also the other experienced work place condition of this research participant. Undermining and disregarding employees’ by managers and somebody else was the experiences of conflict in the organization of AGOHELMA. As participants stated that, many workers in this organization are humiliated in their day today activities in the work place in this organization. Then conflict between workers and managers including the nearest leaders would appear to reduce or to stop that kind of humiliation from their working environment.

Because of limited resources workers have been entering to conflict in the work place. According to key informants and FGD participants stated that, Conflict related with co-working by the same materials has been exercised the issues of conflict at the workplace of AGOHELMA. When workers used the same materials such as computer, printer and cleaning materials including chairs and tables, they could be causes of conflict in the workplace which are exercised by participants. In a similar way, the research finding of Muganza (2014) revealed that limited resources would expose to work place conflict. Through conducting discussion workers who work at AGOHELMA when they countenance to conflict, they manage conflicts through discussion with two or above people. According to participants responses, when conflicts
occurred in their work place participants have been tried to resolve them in the work place by
discussion and communication with their opponents. Asking forgiveness: The other style of
managing conflict of the workers was asking forgiveness to the opponent one to eliminate the
conflict from working environment. As discussed by key informants and FGD discussants
participants, to solve or to manage the conflict in the work place at this organization have asked
forgiveness and tried to bring peace in the work place.

Identifying the root causes: The workers tried to use identifying the root causes of their
conflict as a style of conflict management. Identifying the root causes of the conflicts was the
first attempt to eliminate or to avoid the conflicts from the workplace. Then, to resolve the
conflict in the workplace, workers used as a mechanism of conflict management style, discussing
with the opposite side of the disputants body immediately. In addition to this, the research
participants manage their conflicts in bringing to tangible information for the occurrence issues
and discuss on it before things are going out of them. Workers who are working in AGOHELMA
have used composedness/stability and positive relationship in the workplace as a way of conflict
management when conflict occurs in the workplace. Stable spirit in the workplace would manage
the conflict successfully than would boost the scaled up of conflict.

Workers have been managing their conflict in the style of the above explanation. If
conflict occurs in the future, they are thinking to resolve their work place conflict in the
following manner. The research participants of AGOHELMA are ready to understand deeply the
issues and inform the concerned body if conflict occurred in their working environment. After
they understand or sense the issues and understand the opponents’ behavior, by identifying the
causes of conflict they will plan the resolution. Then they attempt to understand the goal of the
issue which lead in to conflict and explain the conflict in discussion and be in patient listen to
reduce and to avoid the conflict. Research participants would be ready to understand the
opponents like themselves while the discussion going on. To resolve the conflict in the future,
forgiveness, informing to the bosses, being ready to ask forgiveness first, and ignoring the issues
which trigger the conflict in the work place are the future plan of conflict management of the
research participants’. The other additional style of conflict management in their working
environment is if the bosses do not give proper answer, research participants will leave from the
work place totally. In addition to this the managing manners of conflict in their work place were:
considering the conflict in different point of view, asking forgiveness, eliminating unnecessary communications in the work place, identifying the issues, understanding the problems resulted from the issues, collecting adequate information and passing better solution for the occurred conflict. Then, recognizing the difficulty and conducting the discussion and reducing the causes of conflicts and by doing the work setting encouraging.

In AGOHELMA, Procedures and steps that workers follow to manage conflicts in the workplace: Communication and discussion, knowing the causes of the conflict, discussing clearly and trying to solve the conflict, identifying the root causes of the conflict; then asking forgiveness if they are ignored the conflict the leave out from the conflict environment. When conflict occurred, just ignore the conflict then when conflict became resolved try to identify the type of conflict. Be patient, recognize the interests of others, recognize the work as equal for everybody who is working in the workplace, ask for forgiveness and leave out from the conflict environment. In the beginning, understand conflict occurs everywhere; don’t emphasize the occurred conflicts then try to find the best solution to bring peace in the work place. Then, it is crucial to discuss with the concerned bodies and with people who are related with that person who are opponent with somebody.

Workers who have been worked in AGOHELMA faced conflicts that are challenging to manage in the workplace: Conflicts that have a direct relationship with politics, religions, and ethnicity are difficult to manage. The other challenges are conflicts that related with garrulity or talkativeness and canard/gossip, conflict that involves third party, conflicts related with boss or leader, instructions and commands that originate out of the rules and set of laws of the organization.

Workers for unresolved conflicts in the work place using the following strategies: Reporting to higher concerned body and leaving out from the conflict environment including the opponents. The other is just ignoring the issues which bring the conflict and being silence. Omitting from environment position and taking out the conflicts into legal system are also the other strategies. Finally, workers for unresolved work place conflict have used asking advice from well experienced people on conflict management and asking the organization work resign permission and giving up as strategy.
5.2. CONCLUSION

The main objective of this study was to explain the nature of conflicts and management styles used by workers at Abebech Gobena Yehetsanat Kebekabena Lemat Mahebewasr. This research finding shows about the nature of conflict in the work place was related with work accomplishment and work quality. Nature of conflict in the work place is also related with work motivation. Being less motivated in the work place would expose to work place conflict. Conflict in AGOHELMA has the nature of disagreement and being arrogant to listen and discuss with others. Conflict in the work place is not totally avoidable and it would be occurred in any form. It is difficult, hurt workers and put its own negative outcomes on employees by disturbing of work environment and creating negative influence on work. The nature of conflict in the work place is characterized by work pressure increases.

Causes of conflicts among the workers in the work place of Abebech Gobena Yehetsanat Kebekabena Limat Mahiber (AGOHELMA) were gossip/canard, refusing commands and instructions, limited resources, unable to get conducive working environment, superiority feeling and negative attitude, jealousy or envy, disrespecting workers’ rights, discrimination, absence from work and unable to be punctual, lack of smooth relationship and respect, incapable to govern rules and regulation, being aggressive and punishing workers, prohibiting recognitions, being boredom and irresponsible for the organization, theft, intolerance, related with work performance, knowledge and information gap on rights and duties, and unable to acknowledge differences.

Kinds of conflicts that are experienced at Abebech Gobena Yehetsanat kebekabena Limat Mahiber (AGOHELMA) among workers identified by research participants were: task related experienced conflict, work performance efficiency conflict, conflict related with loafing, conflict related to commanding, work quality performance related conflict, conflict related with benefits, tardiness or lateness, humiliation of workers, and limited resources. Workers conflict management manner in the work place of AGOHELMA are shown as the following manner: Conducting discussion, asking forgiveness, identifying the root causes of the conflict, and composedness/stability. In this organization, workers conflict management commitment in the future will be: Thinking over and over the conflicting issues and announce or inform to the concerned body about the conflict situations. Then identify the causes of conflict and prepare the
remedy, conducting discussion and be in patience listening to resolve the conflict. Understand opponents, forgiveness, telling to the nearest bosses and managers, asking forgiveness before he or she asks them, understanding the opponents’ behavior, ignoring the conflicting issues, understanding the goal of the issue which lead in to conflict. Finally, reporting to the concerned body if they do not leave out from organization.

Conflict management styles of research participants in the work place of AGOHELMA are: understanding the conflict in different angles and asking forgiveness including by avoiding the communications which are not necessary for work place. In addition to this, identifying the issues, understanding the problems resulted from the issues, collecting sufficient information and giving best solution for the happened conflict are some of the styles. In general, workers try to identify the problem, conduct discussion and reduce the causes of conflicts, make the work environment conducive. Procedures and steps that workers follow to manage conflicts in the workplace are the following:

Communication and discussion with their opponents, knowing the causes of the conflict and discuss clearly, by identifying the root causes of the conflict asking forgiveness if not succeed; leave out from the conflict environment. Just ignore the conflict, be patience, understand the need of others, understand as conflict occur everywhere, don’t give emphasis to the occurred conflicts, discussion with the concerned bodies with people who have close relationship with that person who is opponent with them in the work place. Conflicts that are challenging/hindering the workers to manage in the workplace, are related with politics, religion, ethnic, garrulity/talkativeness and canard/gossip, interference of third party, conflict related with bosses or mangers, commands and orders that emanate out of the rules and regulations of the organization are also difficult to manage in their work place in AGOHELMA. However, workers’ strategies for which were not resolved conflicts in the work place were; reporting to higher concerned body of the organization and to legal system including leaving out from the conflict environment and opponents. In addition to this, ignoring the triggering issues which bring the conflict and prefer to keep silence than approaching the conflict are the answer of workers including punishment has been done by bosses, leaving out from the existed working position and working environment as well. Asking advice from well experienced people on conflict management; finally, asking the organization work to resign.
5.3. RECOMMENDATIONS

To reduce conflict among workers and to expand conflict management styles of workers GOHELMA the following are recommended actions to be done:

- Create open discussion environment to reduce and avoid gossip or canard. Instructions should be transferred clearly from everybody in the organization.
- Fulfilling resources in the working environment is crucial to limit conflicts in the work place and to create conducive work environment to workers.
- Facilitate the training on how to adjust superiority feeling and how to minimize negative attitude among workers. Having enough reason when the workers shift from their working position, in giving award, and in salary promotion to reduce envy among workers is important.
- Respect every individual worker’s rights in the work place. In the working environment, discrimination between workers is not fair. Therefore, AGOHELMA should set equal opportunity for all workers.
- Know clearly the impacts of absence from work place and adapt early coming including leave out from the working environment at a time properly. Give awareness trainings for workers on rules and regulations of AGOHELMA. Acknowledgements and recognitions of workers should be acceptable.
- Workers should develop a culture of tolerance among them in the work place.
- Political, religious, and ethnic issues should be acknowledged appropriately. Identifying the causes of conflict and giving best remedy of workers commitment to manage conflict in the work place should be improved.
- Procedures and steps that workers follow to manage conflicts in identifying the root causes of the conflict; having clear communications and discussions with opponents, being patient, understanding the needs of others, finding negotiator should be encouraged.
- Workers’ strategies for unresolved conflicts in the work place such as: reporting, leaving from conflict, ignoring the triggers issues, asking advice should be developed.
- I recommended that nature of conflict in the work place needs other study.
References


Zhu, T. (2013). Conflict management between employees from different departments: contribution of organizational identification and controversy: Master's thesis, Lingnan University, Hong Kong

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Appendices- I
Interview guide for key informants
1. What is conflict for you?
2. What does conflict look like in work place of AGOHELMA?
3. Have you experienced conflicts in your working environment at AGOHELMA?
4. What did you do when conflicts occur in your organization?
5. What are the triggering situations for conflicts in your workplace at AGOHELMA?
6. What are the causes of conflicts among employees at the work place of AGOHELMA?
7. What kinds of conflicts are experienced in Abebech Gobena Yehetsanat Kebekekabena Limat Mahiber?
8. How do you manage conflicts in your organization?
9. What are your conflict management styles in the workplace?
10. What steps and methods you follow to manage conflict in the work place?
11. What kinds of conflicts challenged you to resolve in the workplace?
12. What do you do for unresolved conflicts in your working area?
13. Any additional comments regarding conflict methods of regarding conflicts will be appreciate.

Thank you for your participation!!
Appendices II

Amharic version interview guide for key informants

1. ማስታወቅ እንወስን ታምህርት በክርክር ይታወቅል?
2. የስራ በታት የሚከታከል ይታወቅል?
3. የስራ በታት የሚከታከል እንወስን ይታወቅል?
4. እንወስን ይታወቅል እንወስን ይታወቅል?
5. የስራ በታት ይታወቅል ይታወቅል?
6. የስራ በታት ይታወቅል ይታወቅል?
7. ወስሱ በትክክር ይታወቅል ይታወቅል ይታወቅል ይታወቅል?
8. የስራ በታት ይታወቅል ይታወቅል?
9. የስራ በታት ይታወቅል ይታወቅል?
10. የስራ በታት ይታወቅል ይታወቅል? ይታወቅል?
11. የስራ በታት ይታወቅል ይታወቅል? ይታወቅል?
12. የስራ በታት ይታወቅል ይታወቅል?
13. የስራ በታት ይታወቅል ይታወቅል? ይታወቅል?
Appendices III

Interview guide for focus group discussion participants

1. What is conflict for you?

2. What are the triggering situations for conflicts in your workplace at AGOHELMA?

3. What are the causes of conflicts among workers at the workplace AGOHELMA?

4. What kinds of conflicts are experienced in Abebech Gobena Yehetsanat Kebekabena Limate Maheber?

5. How do you manage conflicts in your organization?

6. What steps and methods you follow to manage conflict in the workplace at AGOHELMA?

7. What kinds of conflicts challenged you to resolve in the workplace?

8. What do you do for unresolved conflicts in your working area?

9. Any additional comments regarding conflict methods of regarding conflicts will be appreciated.
Appendices -III

Amharic version interview guide for focus group discussion participants

1. ግን እንወእርሰዎ ቀርቦ ችል ይችላል።

2. ያስራ ከታማ የተወያ የተወያ በፈለጉ ይህ ይሱ ይችላል።

3. ያስራ ቀርቦ መስጡ መስጡ መስጡ ይህ ይሱ ይችላል።

4. ያስራ ከታማ የነበረ ከህገ ከማህ ይህ ከማህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይهو

5. ከሚርከት ይህ ዯህን ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚርከት ከሚር Kare?

6. ያስራ ከታማ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይህ ይهو

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Declaration

This thesis is my original work and has not been presented for a degree in any other University, and that all sources of material used for the thesis have been duly acknowledged.

Name _______________________
Signature _____________________
Place _______________________
Date of______________