



Addis Ababa University

Organizational Communication in Labour-Management Conflict  
Prevention and Resolution: in case of Yirgalem Addis Textile factory  
in Addis Ababa.

By

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Organizational Communication in Labour-Management Conflict Prevention and Resolution: in Case of Yirgalem Addis Textile factory in Addis Ababa.

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A thesis submitted to Addis Ababa University the school of journalism and communication in partial fulfillment of the requirement for the award of the degree of Master of Arts in public relation and strategic communication (PRSC).

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June 2020

## **Declaration**

I, Bantihun Gessesse hereby declare that this thesis is my original work and has not been presented for a degree in any other university and that all material obtained from other sources is duly acknowledged. This thesis is being submitted for the partial fulfillment of master degree in Public relation and strategic communication at Addis Ababa University.

Declared by

Bantihun Gessesse Kebede \_\_\_\_\_ June, 2020

Student

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Addis Ababa University

School of Journalism and communication

Master's Program in public relation and strategic communication

Organizational Communication in Labour Management conflict prevention and resolution:

**In case of Yirgalem Addis Textile Factory**

**By Bantihun Gessesse**

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## ***Abstract***

*The main objective of this research study is to investigate organizational communication in labour management and conflict in case of Yirgalem Addis Textile factory in Addis Ababa, Organizational communication is a crucial element in our lives and it is the basis for the achievement of organizational objectives. This research design is descriptive type and mixed research approach. To achieve the objectives of the study data were collected from both primary and secondary sources through questionnaire. The primary source of data was employees of the company. The data collected were analyzed, presented and interpreted by using tables, pie-chart and through percentage format. The sample for this study was obtained through random sampling. Questionnaires and interview schedules were used to obtain data from employees. Qualitative data for the study was analyzed thematically while quantitative data was analyzed using frequency and percentage. A total population of 508 employees 224 samples was taken to conduct this study. The quantitative aggregate result of findings show agree and strongly agree 14%, 18.5%, 5%, 26%, 16.5%, 36%, 10.5%, 44%, 5%, 27%, 5%, 31%, 41%, 26%, 18%, 16%, 18.5%, and the aggregate result of disagree and strongly disagree 16.5%, 16%, 61%, 11.5%, 6.5%, 10.5%, 8.5%, 12.5%, 1.5%, 8.5%, 15%, 7.5%, 23%, 13.5%, 13.5%, 23%, 20%, and 15.5% the findings of study shows with the highest effect of organizational communication to prevent and resolve labour management conflict and create good working condition and working relationship in the factory of means to communicate and disprove the negative result. So Possible recommendations are given based on the findings*

***Key words***– labour, management, conflict, prevention, resolution, organization and communication

## **List of Tables**

Table 3.4.2.1 Target Population Distribution .....	48
Table 4.2.1 Gender of Respondents .....	53
Table 4.2.2 Age of Respondents .....	54
Table 4.2.3 Education Level of Respondents .....	55
Table 4.2.4 Position of Respondents.....	55
Table 4.3.1 Your company communication designs different mechanisms to prevent labour management conflict. ....	56
Table 4.3.2 Your Company tries to investigate an issue with others to find a resolution for conflict between employees and employers or labour management conflict. ....	57
Table 4.3.4 Your company communication designed information center to get enough information easily. ....	58
Table 4.3.5 Your company use proper communication tools to prevent labour management conflict. ....	58
Table 4.3.6 Organizational communication plays a great role to prevent and resolve negative information and conflict by two way communications in the organization (Information from the management to employees and from employees to management). ....	59
Table 4.3.7 Communication department identifies miss communicated employees and employer to give true information. ....	59
Table 4.3.8 Communication plays a significant role to avoid miscommunications and conflict from your factory. ....	60
Table 4.3.9 Your Company uses feed backs provided by communication department and company employees for decision making. ....	60
Table 4.3.10 Communication works employees for a proper understanding of a problem which was created by company. ....	61
Table 4.3.11 the way you work in the team used for communication in the factory.....	61
Table 4.3.12 After you have made a decision you can defend it strongly.....	62
Table 4.3.14 When a labour management conflict arise you usually willing to adjust your priorities to reach a resolution.....	63

Table 4.3.15 Leaders in your company acts as communicator to prevent labour management conflict. ....	64
Table 4.3.16 Your Company takes different measures to avoid different miscommunications that create negative ideas in your company employees. ....	64
Table 4.3.17 you have freedom to make important decisions regarding to your work. ....	65
Table 4.3.18 You have enough input for your organizational decision.....	65
Table 4.3. 19 Your company communicates its employees effectively and timely manner. ..	66
Table 4.3.20 your company shares information with others who should know it. ....	66
Table 4.4.1 In your opinion did you face any conflict in your organization in this year?.....	67
Table 4.4.2 In your opinion do you know the source of labour management conflict in your company? .....	67
Table 4.4.3 In your opinion do you think that the labour conflict between employees and employers of factory were manageable?.....	68
Table 4.4.4 In your opinion does your company has techniques and mechanisms to prevent labour management conflict? .....	68
Table 4.4.5 In your opinion is there any discussion in your factory concerning labour management conflict? .....	69
Table 4.4.6 In your opinion do you think the labour management conflict has its own advantage?.....	69
Table 4.4.7 In your opinion is there communication department that supports the company communication activities of the factory? .....	70
Table 4.4.8 in your opinion do you think that communication plays a key role in resolving conflict that occurs among employees in an organization? .....	70
Table 4.4.9 In your opinion do you think that you feel confident that management considers your ideas and lower concerns? .....	71
Table 4.4.10 In your opinion do you think that you have a contact in your day-to-day activities with your company management?.....	71
Table 4.4.11 In your opinion do you think that the information that you receive from your department is consistent? .....	72

## **List of Figure**

Figure 4.3.3 Management tries to bring all concerns in the open way so that the issue can be resolved in the best possible way.....	57
Figure 4.3.13 Your company communication access full information for your active participation in different activities .....	63

## **List of Acronyms**

YATF :-	Yirgalem Addis Textile Factory
SMS;-	Short Message Service
ETIDI ;-	Ethiopian Textile Industry Development Institute.
BSCI :-	Business Social Compliant Improvement
PRSC :-	Public Relation and Strategic Communication
SMCR:-	Sender—Message—Channel and Receiver

## **Definition of Key Terms**

**Communication:** is the process of sharing ideas, information and message with others

**Industry:** The process of making products by using machinery and factories.

**Textile:** A fabric that is woven or knit

**Effective Communication:** is communication that is clearly and successfully delivered received and understood to achieve the goal of the organization.

**Conflict:** is a natural and normal part of any human interaction

**Conflict resolution** is a way for two or more parties to find a peaceful solution to a disagreement among them (Thakore, 2013).

**Prevention:** is the act or practice of stopping something bad from happening or the act of

**Resolution:** The act of finding conflict, finding an answer or resolution to a conflict. Problem etc

**Organization:** accompany, business, etc, that is formed for a particular purpose.

**Management**-this entails the coordination of the activities of an organization including planning, controlling, allocating and directing resources to achieve objectives of an organization.

Strategic communication: is purposeful use of communication by an organization to fulfill its mission. Six relevant disciplines are involved in the development, implementation, and assessment of communications by organizations: management, marketing, public relations, technical communication, political communication, and information/social marketing campaigns.

## Table of Contents

	page
Declaration.....	i
Acknowledgements .....	iii
<i>Abstract</i> .....	iv
List of Tables.....	v
List of Figure.....	vii
List of Acronyms.....	viii
Definition of Key Terms .....	ix
CHAPTER ONE .....	1
1.1. Background of the Study.....	1
1.2. Problem of Statement .....	6
1.3. Research objective of the study.....	9
1.3.1. General objective .....	9
1.3.2. Specific objectives .....	9
1.4. Research questions .....	9
1.5. Significance of the Study .....	10
1.6. Limitations of the study.....	11
1.7. Delimitation/ Scope of the study.....	11
1.8. Description area of the study.....	11
CHAPTER TWO .....	12
LITERATURE REVIEW .....	12
2.1. Introduction .....	12
2.2. Theoretical Framework .....	12
2.3. Conceptual Framework .....	14

2.3.1	Definitions of Communication .....	14
2.3.2	Nature of Communication.....	15
2.3.3	Functions of Communication.....	15
2.3.4	Importance of Communication for organizations .....	16
2.3.5	Communication and conflict management .....	16
2.3.6	Principles of Communication .....	22
2.3.7	Communication Situations.....	23
2.3.8	Communication Process.....	23
2.3.9	Communication Networks .....	24
2.3.10	Models of Communication .....	25
2.3.11	Organizational Communication and Conflict Management Systems .....	25
2.4	Organizational Communication .....	29
2.5	Organizational Conflict .....	30
2.6	Communication and Conflict .....	31
2.7	Sources of Conflict.....	33
2.8	Conflict of Communication.....	34
2.9	Effect of using Communication to Address Conflict .....	34
2.10	Challenges of using Communication to Address Conflict .....	35
2.11	Outcomes of Managing Conflict communication .....	35
2.11.1.	Impact of Conflict communication in the Workplace.....	36
2.11.2.	Organizational Culture in the Workplace .....	36
2.12.	Factors Influencing to Employee’s Performance .....	37
2.12.1.	Job Stress .....	37
2.12.2.	Physical Stress .....	37
2.12.3.	Psychological Stress.....	38
2.12.4.	Organizational Stress .....	38

2.12.5.	Motivation.....	38
2.13.	Industrial (labour) relations .....	39
2.14.	Industrial disputes.....	40
2.15.	Communication strategies for handling conflict. ....	41
2.16.	Improving communication skill in an organization.....	42
2.17.	Functions of Public Relations.....	43
2.18.	Functions of Communication: .....	44
2.19.	Conceptual framework .....	46
<b>CHAPTER THREE.....</b>		<b>47</b>
<b>3</b>	<b>RESEARCH METHODOLOGY .....</b>	<b>47</b>
3.1	Introduction .....	47
3.2	Research Design.....	47
3.3	Target Population .....	47
3.4	Sampling.....	47
3.4.1	Sampling Technique .....	47
3.4.2	Sampling Size .....	48
3.5	Sources and tools of data collection.....	48
3.5.1	Data gathering tools .....	49
3.5.1.1	Questionnaire .....	49
3.5.1.2	Interview.....	49
3.6	Data Analysis Technique .....	49
3.7	Procedures of data collection .....	50
3.7.1	Pre-testing/Pilot-test.....	50
3.7.2	Validity and Reliability.....	50
3.7.2.1	Validity.....	50
3.7.2.2	Reliability.....	51

3.8	Ethical considerations.....	51
3.9	Organization of the Thesis .....	52
	CHAPTER FOUR.....	53
4.	DATA ANALYSIS, PRESENTATION AND DISCCUTION OF FINDINGS.....	53
4.1.	Introduction .....	53
4.2.	Background information of respondents .....	53
4.3.	Level of organizational communication in labour management conflict prevention and resolution of manager, department heads and employees. ....	56
4.4.	Review of Ideas from Open Ended Questionnaires .....	67
4.5.	Review of ideas from Interview questions for factory manager. ....	72
	CHAPTER FIVE.....	75
	SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	75
5.	Introduction .....	75
5.1.	Summary of the Study.....	75
5.2.	Conclusions .....	76
5.3.	Recommendations .....	77
	Bibliography.....	79
	Appendix	

## CHAPTER ONE

### 1.1. Background of the Study

Organizational communication is the exchange of ideas between people or groups of people to create understanding. Because human beings are social, they share their thoughts and ideas through communication. Communication is a process of sharing ideas, information, and messages with other people in a given place and time. Communication is a major means by which the leading and controlling functions of management are primarily accomplished. Communication in management is a major challenge and most top managers sometimes don't just see it as a major problem. Sometimes this is a matter of understanding communication difficulties and techniques. But, at times, it is not just a communication problem at all, but a problem of knowing who to communicate with, and how. In other case, it may be a problem of not having the right things to communicate, since people usually want to know what is expected of them, where the enterprise is heading and why and how they can get goals accomplished. Communication deficiencies can also be due to lack of planning and control. However, there is much to be appreciated about the nature of communication itself, the barriers that often exist, the principle to follow and the fact that communication represents a restricted network in a social system. Communication is seen as a process through which information is exchanged and understood by two or more people usually with the intended to motive or influence behaviour. Robbins (2011, p.342) sees communication as transfer of information from a sender to receiver with the information been understood by the receiver. Robbins (2011, p.336) believes that communication serves four major functions, which are for control, motivation, emotional expression, and information. Effective communication is transfer of message followed by feedback from the receiver to the sender indicating the receiver's understanding of the messages. Communication can help to minimized conflict in an organization and also prevent unnecessary misunderstanding. Organizational communication is important in supervision because it promotes understanding between superiors and subordinates.

The textile Industry is one of the earlier large-scale economic activities that led the industrialization process centuries ago. Similarly, certain segments of the industry continue to play a key role in the initial industrialization process of most countries. This role has resulted because 1) the industry serves a basic need of nearly all human beings and usually fulfils some or all of the domestic demand, and 2) different aspects of the industry's production

activities have been adaptable to a wide range of available resources Tisae Berhanu (2006). Ethiopia's long history in textiles began in Dire Dawa in 1939 when, under Italian occupation, the first garment factory was established. The sector continued to expand in line with the growing cotton production, and the 1960s saw the establishment of five large, private, integrated textile enterprises according to ETIDI magazine (2006,12-15).Currently in Ethiopia there are about 118 local and 94 foreign medium and large size textiles and garment industries that employ around 100,000 employees from these 67 local factories exist in Addis Ababa according to(ETIDI) Ethiopian Textile Industry Development Institute report(2019).This research was conducted to study the role of organizational communication in labour management conflict prevention and resolution in Textile industries in the case of Yirgalem Addis textile factory in Addis Ababa..The factory was established in 1969 GC which has different departments. As such, there is the need for organizational communication to achieve their set of objectives which are majorly to do with nurturing a responsible citizen through textile industry activities. This is because, organizational communication helps pass instructions and get feedback and to create common understanding with industry societies. This gears the industry labour management involves or entails the policies, rules, regulations, procedures and competencies which govern and regulate work force (unskilled, semi-skilled and skilled workforce) in companies which needs good communication for common understanding of employer and employees of the factory. From this perspective organizational communication, labour management conflict prevention and resolution plays deceive role in this study. In a Textile factory setting, there may be a problem in communication between textile factory employers and employees leading to misunderstanding and thus conflict which may result in issues like the sabotage of factory employees and employers. In adverse situations, industry management may be transferred and punished for conflict with the administrators, which may arise from poor communication results organizational communication labour management conflict prevention and resolution. That means each of them has their own influence in each perspectives in the following ways which was clearly defined.

So that organizational communication is the exchange of ideas between people or groups of people to create understanding. Human beings are social, and so through communication, they are in a position to share ideas. Communication, according to Mensah (2010, 150-182) is a process of sharing ideas. It also entails sharing messages and information with other people in a given time and place (Mensah 2010). But for communication to be said to have taken

place, there is the exchange of shared meaning which occurs between two or more parties and feedback will be obtained. The interaction between individuals or groups is however not linear as it can be interfered with by noise and the disposition of the person(s) involved among other things.

Communication is not just giving of information, but it is also giving of information that can be understood and receiving and understanding the message or which thoughts will transmit from one person to another (Mensah, 2010, 203-240). On the other hand Labour management is a managerial discipline that involves or entails the policies, rules, regulations, procedures and competencies which govern and regulate work force (unskilled, semi-skilled and skilled workforce) in companies. Poor communication of these ideas creates a negative idea which pushes the employees and employers conflict one to other results labour management conflict prevention and resolution.

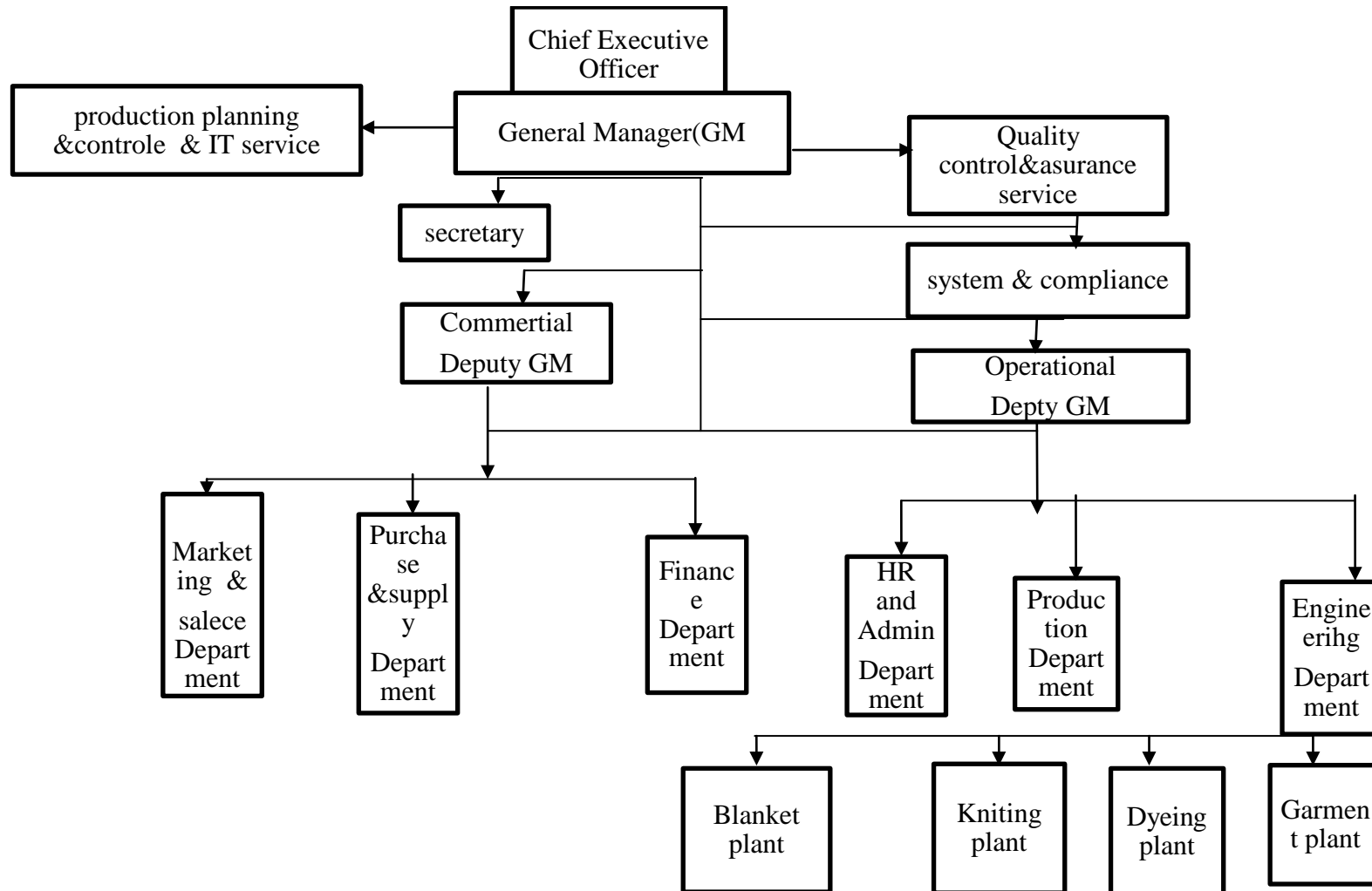
On the other hand, conflict is simply defined as the clash that results when individuals disagree because of incompatible ideas or when individuals or groups of people act against others' expectations. Private organization, conflict occurs when people engage in activities that are discordant to those of their colleagues in their circle of influence. He however observes that conflict cannot be avoided as it is a fact of human existence and if people can understand it and its effects on the effectiveness of work; conflict can be made helpful and be used to obtain better results. To manage conflict in private organization, Spaho (2013, 451-552) recommends that all levels of management have a responsibility for good communication and conflict labour management in private organization as many factors prevent employees from direct and open communication, whose consequence could increase risk of conflict situations. It would be safe to thus say that an unresolved conflict in the workplace can among others, negatively affect employees' performance and productivity, make employees distrustful of each other as well as result in poor team work. For this reason then, it becomes important for managers to use direct communication on time so as to mitigate conflict or minimize its impacts.

From the above discussion, it is clear that individuals and groups of people share meanings through the communication process. They can do so verbally or non-verbally through writing, signs, and symbols, tone, gestures, among others and through it, enhance cooperation. But it is important to note that communication has been a source of conflict where there has been misunderstanding and thus a clash of ideas. This assertion is supported by Krauss and

Morsella, (2000,131-143), who say that even when sent messages and those received are similar, the meaning derived may significantly be different from the initial message. This is because the listener and the speaker could be using codes that are slightly different and may thus result in misunderstanding Krauss and Morsella (2000, pp.655-701).

Although communication alone may not solve a conflict, Krauss and Morsella (2000, pp. 41-88) assert that the product of communication is the creation of understanding. And though good communication is not an assurance of the resolution of conflict, poor communication in a great way increases the likelihood that conflict will happen and be intensified (Krauss and Morsella 2000,pp.58-78). So the study focuses to investigate organizational communication in labour management conflict prevention and resolution in case of Yirgalem Addis textile factory in Addis Ababa which has knitting, dyeing, blanket woven and garment product diversities .In addition to this it has departments like production and technique, supplies and procurements, finishing, maintenance, finance, Knitting, blanket, garment, engineering, marketing, quality management, human resource departments i.e. 11 department heads, 11 team leaders, 67experts and 403 lower level employees according to factory report (2011,15-18).*From the next organizational structure different kinds of departments indicated, but communication is excluded.*

# YIRGALEM ADDIS TEXTILE FACTORY ORGANIZATIONAL STRUCTURE



Source YAT of HR

## **1.2. Problem of Statement**

The textile sector would play major role in the industry development strategy of the nation due to its advantages such as its labor intensiveness, ability to mobilize the masses up to the micro level, long chain characteristics of the sector which could pull many players along the value chain, linkage to the cotton agriculture for which Ethiopia has big potential according to Tisae Berihanu (2006). To improve utilizations of the potential of the sector, the government has considered as priority sector. In order to use this potential organizational communication plays a big role to create communication links like individuals, groups, societies and nations, but people do not always do well in communication and thus end up with misunderstandings or breakdown in Relationships (Wanjama et al 2010,201-230). In addition to this communication can be peace building of the industry for achievement of the objectives the plan of the factory. Peace of factory will use as input or factor for achievement of factory objectives. It is purposeful effective labour management communication results to solve the labour management conflict. Negative communication results negative results that leads the labour management conflict. This kind of miss communication in factory creates unnecessary crisis.

In textile and garment industry situation, sources of organizational communication labour management conflict between employees and employers was not properly identified and communicated but in some extent poor communication between employers and employees lead to conflict or labour turn over i.e. the employers can for example lead to conflict, industry sabotaging initiatives by the employers taking unnecessary disciplinary measures or de-motivation among employees or unnecessary profit with small salary. To protect these kinds of measures the employers and employees should have the right to establish and organize Trade unions or employers' associations, respectively, and actively to get enough information (Labour proclamation No.89/2011). According to Tara and O'Hara (2014,301-320), an individual's success at work is greatly determined by one's social awareness skills, his or her emotional intelligence and communication which includes one's ability to motivate and influence others, to empathize and develop relationships, to give honest feedback sensitively, to monitor self-behavior, read interpersonal situations and organizational politics and to handle one's own emotions there may be many causes which are rooted in historical , environmental, working culture, socio-economic factors, and in the attitudes of employees and employers, and those of others. This applies in the context of textile industry employers

and employees interact with each other and with the industry management. As such, there is the need for effective organizational communication to achieve their set objectives which are majorly to do with nurturing a responsible citizen through industry activities to address organizational communication labour management conflict prevention and resolution between textile factory employees and employers. This is because, organizational communication helps pass instructions and get feedback and to create common understanding with industry societies. This was achieved through oral communication, internal memos, letters, staff meetings, telephone calls, mass SMSs and emails which are used in a textile and garment industries.

There might however be a problem in organizational communication labour management conflict prevention and resolution between leading to labour management conflict which might be employers and employees resulted in issues like the sabotage of industry programs and projects by employers and can spill over to employees leading to indiscipline and poor performance organizational communication among employees and employers in Yirgalem Addis textile factory due to different challenges using organizational communication to address labour management conflict between industry employees and employer. That means Industrial relations may be harmonious or strained and acrimonious.

Peace of factory will use as input or factor for achievement of factory objectives. It is purposeful effective organizational communication in labor management conflicts results to resolve the labor management conflict. Negative communication results negative results that leads the labor management conflict. This kind of miss communication in factory creates unnecessary crisis. In textile and garment industry situation, sources of organizational communication labor management conflict between employees and employers was not properly identified ,prevented and communicated but in some extent poor communication between employers and employees lead to conflict or labor turn over..

Organizations, communication is one of the tools to not only to have harmonized working environment among employees, but also to provide effective customer service and to achieve organizational goals.

Conflict is recognized through communication and that labour management conflicts can be made less intimidating if individuals are treated in a way that preserves their image. To solve and handle these challenges there should be communication among concerned bodies including Labour union, Company management, employer, employees and government

bodies. Organizational communication has the capacity to prevent and resolve conflicts among employees and labour management in the company. Communication breakdown in the workplace affects employees at every level, but it usually starts with management. Managers are responsible for creating and sharing the systems that the organization relies on to spread key information. They also play a lead role in shaping and maintaining workplace culture, providing an environment in which it can be safe or unsafe to share ideas and concerns. Ineffective communication is both expensive and destructive to morale, so it is important to address communication breakdown in the specific instances where it occurs and also in your systems as a whole (Gartenstein, 2018, 185-190). It is the most usual source of conflict. A lack of: trust, respect, effective listening skills, and differences in perception can lead to serious problems in communication. These problems lead to employees require outlets for their thoughts and feelings. The relative absence of employee complaints, do no meant that there are no problems. Employees may be expressing themselves through other channels: meetings with fellow employees, union representatives, government agents, or through passive-aggressive behavior such as work slowdowns, carelessness, tardiness, absenteeism, and apathy. These can be symptoms that employees feel other means of participation are unavailable to them staff sabotaging initiatives by the administration or top management, poor institutional performance, weak management, taking un necessary employees disciplinary measures or de-motivation among employees, work over load, lack of accountability, and transparency.

As a result, employees effective organizational communication and work motivation decreases. If there is no effective organizational communication in one organization this may have impact on the effectiveness of employees at work.

In fact, there are challenges of organizational communication in effectively resolving conflict such as unconscious about the motive of communication, the problem in encoding motive, inaccurate interpersonal perception and non-recognition of emotion. Therefore, organizational communication barriers and resolving conflicts in Textile sector in general and in company particular have not yet been addressed and well researched, while these problems are evident. Several years of services of the research in the company experienced problems, was one of the factors to initiate and indulge in such a research which can contribute to the knowledge society and public relation and strategic communication. As stated above researchers have their own areas of interest based on their knowledge and experience. Hence

the researcher is interested to investigate organizational communication in labour management conflict prevention and resolution in case of Yirgalem Addis textile factory.

### **1.3. Research objective of the study**

The study was guided by the following research objectives

#### **1.3.1. General objective**

The general objective of this study is to investigate organizational communication in labour management conflict prevention and resolution in Yirgalem Addis Textile Industry.

#### **1.3.2. Specific objectives**

1. To investigate the sources of labour management conflict between industry employees and employers and its effect on Yirgalem Addis textile factory,
2. To explore how organizational communication in labour management conflict prevention and resolution is used between industry employees and employers in Yirgalem Addis textile Factory,
3. To determine the effect of using organizational communication to address objectives, policies, strategies, regulations, methodologies and mechanisms to support the industries to achieve their own objectives and labour management conflict, and prevention
4. To evaluate the methods that are used to address or resolve labour management conflict among industry employees and employers in Yirgalem Addis textile Factory.

### **1.4. Research questions**

The main research question for this study was as followed. What is the role of organizational communication in labour management conflict prevention and resolution? The sub-research questions were as followed:-

Hence, basically the study was attempted to find response for the following research questions.

1. What are the sources of labour management conflict communication between industry employees and employers in Yirgalem Addis textile factory?

2. How is labour management conflict between industry employees and employers communicated in Yirgalem Addis textile factory?
3. What are the mechanisms to prevent labour management conflict using organizational communication to address labour management conflict between industry employees and employers in Yirgalem Addis textile factory?
4. What are the roles of organizational communication to prevent and resolve labour management conflict between industry employees and employers in Yirgalem Addis textile factory?

### **1.5. Significance of the Study**

This study was focused on investigating the organizational communication in labour management conflict prevention and resolution. This study might have its own benefit in giving feedback to which the issue may concern.

For this reason, study has different significance:-

- It will be benchmark for other researchers and policy makers to conduct more studies to minimize labour management conflict which will be created in misinformation.
- To help industry employees and employers to acknowledge the importance of communicating effectively to create understanding and mitigate organizational communication in labour management conflict prevention and resolution in their mission to achieve their set goals.
- It is also help to employers to appreciate the importance of effective communication in achieving organizational goals as the way people communicate impacts on their lives either positively or negatively. It is in addition of benefit to stakeholders in the industry sector to embrace effective communication so as to achieve their set objectives with minimal labour management conflict communication.
- It may provide ample information for policy makers, bureaucrats, private investors, students, academics, researchers and others about labour management conflict communication.

It can also present necessary information for sector leaders, industry employers and employees regarding the conflicts in the industry and consequences on the Employees service provision.

### **1.6. Limitations of the study**

As every research study would have its own limitations and strengths. So the limitation of this research is as follows:-

- Resource constraints like time, finances and logistics.
- Difficulties of availability of updated and relevant documents in the study area,
- Delay of responses, and unable to access the previous employees of the organization (those left and retired) who might have been vital sources of information.
- Currently created Covid-19 was an obstacle to gather data from responsible respondents. However, all means have been applied to minimize shortcomings posed by the limitations

### **1.7. Delimitation/ Scope of the study**

This study was focused on organizational communication labour management conflict prevention and resolution in Yirgalem Addis textile Factory. This is because the researcher could not manage to conduct the study in all textile industries in Addis Ababa as well as Ethiopia due to limited time, finances and logistics that would involve in a study of a national scope. The research sample period was from January to June 10/2020.

### **1.8. Description area of the study**

Currently in Ethiopia there are about 212 textile and garment industries from these 118 local and 94 foreign medium and large size textile and garment industries that employ around 100,000 employees from these 67 local factories exist in Addis Ababa Nifas silk sub city. This research was conducted to study organizational communication in labour management conflict prevention resolution in Textile and Garment industries in the case of Yirgalem Addis textile Factory in Addis Ababa which has 508 employees. Textile and garment industry as industry interact with each other and with the labour management employers, employees and other societies of industry. So the study was limited to Addis Ababa city Administration because of lack of research resources, for time Management.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Introduction**

This chapter reviewed the role of organizational communication in labor management conflict prevention and resolution. The chapter examined studies addressing conflict, conflict communication, conflict prevention and conflict resolution as they relate to organizations.

#### **2.2. Theoretical Framework**

This study was guided by the communication Models and theory, Human Relations Theory, organizational communication theory and the Cultural Organizational Theory. The human relations theory stemmed from developments in the decade between 1930 and 1940 following the great depression in America. In this era people started paying more attention to social factors that affected employees in their work in organizations after years of applying Fredrick Taylors' scientific management, which viewed people as parts of a machine. According to the theory, departmental level group dynamics need to be informed by healthy leadership (Markert, 2008). The theory focuses on keeping channels of communication in an organization open and ensuring that communication between employers and their employee flows continually, with a premise that information motivates as an informed employee is more involved and therefore more productive (Markert, 2008).

The Human Relations Theory operates on the belief that the central problem in all Organizations is in developing and maintaining dynamic and harmonious relationships (Okumbe, 2007). The Cultural Organizational Theory is a product of works by Clifford Geertz and Michael Pacanowsky. According to this theory, culture is like a web and for culture to thrive, shared meaning, understanding and sense of making must be present (Griffin 2012). He adds that culture means using the same language and partaking in the same traditions. According to Griffin (2012) it is Michael Pacanowsky that applied Geertz insights into the context of organizations. Pacanowsky, Griffin (2012) says, believed that organizations create their own webs and the process of making the web is communication. What this then means is that as employees of an organization communicate with each other, they create shared meanings and as such create a culture. The meanings are shared through stories that can be categorized into three: corporate stories, which may entail information

which the management wants to share with employees, personal stories, stories about employees shared with each other about themselves and factory stories, which employees tell about each other (Galvan 2014). The latter stories can either be positive or negative. The two theories were appropriate for this study because factories are organizations composed of individuals that need to work together as a team to achieve their factory goals. To achieve a factory's set objectives and mitigate conflicts in the factory setting, there needs to be open communication between employers and employees.

This study sought to investigate if conflict labor management occurs between employers and employees to address conflict, which is bound to arise where there is interaction of people. To achieve this, employees, in this case employers, need to be made to feel important to the achievement of all the goals the factory through communication, thus the use of the human relations theory. This is because the theory encourages two-way communication between employees and employers which can be used by the management to win cooperation from their juniors (Lard bucket, 2012).

The Cultural Organizational theory on the other hand allows the researcher to understand who employees are, what traditions they have, and why they celebrate the traditions, and to get every side of the story (Galvan 2014). For example, from the stories, a researcher would find out the value that an organization attaches to communication and how conflict with employees is handled through communication. The researcher as well set out to explore how employee, in this case employers, feel about communication and how conflict is handled in their organization (factory), through use of this theory. In basic terms, the theories enabled the researcher to link employee's values, norms and those of the employers, to how they handle Communication and in particular communication in relation to labor conflict management. Communication Models and Theories: The Hawthorne Effect: We don't always need words to communicate. Prevailing model of systematic organizational conflict management from an organizational communicative perspective and to suggest directions for improvement. Particularly the model of conflict management system (CMS) is examined at the macro-level from the novel theoretical perspective of social complexity augmented with an interpretive view of organizational communication. Specifically two models – the dual function of communication and the arena model – are utilized to illustrate weaknesses and points of development in traditional CMS thinking. CMS was found to represent a rather limited vision of contemporary conflict management. It is rooted in a mechanistic view of organizational communication, which, we assert, is problematic from the organizational

conflict management perspective, both theoretically and practically. The differences between CMS and social complexity approaches are identified, and a fresh framework for strategic conflict management is introduced.

## **2.3. Conceptual Framework**

### **2.3.1 Definitions of Communication**

Ramah (1985) defines communication as “the transmission and reception of ideas, feelings and attitudes verbally or non-verbally to produce a favorable response”. Draft (2000) defines communication as “the process by which information is exchanged and understood by two or more people usually with the intention to motivate or influence behavior”.

Communication refers to the exchange of information between a sender (source) and a receiver (destination) so that it is received, understood and leads to action (Obamiro, 2008). Communication is the process by which any person or a group shares and impacts information with/to another person (or group) so that either people (or groups) clearly understand one another (Soola, 2000).

In its simplest form, however, communication is the transmission of a message from a source to a receiver... or the process of creating shared meaning (Baran, 2004:4). It has been shown that there exist various definitions for communication, as there are different disciplines. While some definitions are human centered, others are not. For example, communication system may incorporate computers, as well as less so plasticized reproducing devices such as photocopiers. A photocopier may see communication as meaning different thing from the way a marketer preconceives it. Therefore, there is no single definition of communication agreed upon by scholars. Psychologists, sociologists, medical practitioners, philosophies and communication specialists, all define communication based on their orientations and perspectives.

Psychologists defined communication as “the process by which an individual (the communicator) transmits stimuli (usually verbal symbols) to modify the behaviors of the other individuals (communicates)”. This definition describes what many factory workers and change agents hope to achieve. Sociologists see communications “as the mechanism through which human relations exist and develop”. Some people define communication rather narrowly, saying “communication is the process whereby one person tells another something

through the written or spoken word". This definition, from a book written by a journalist, seems reasonable for those in that field. So, there are definitions of communication as there are various disciplines.

Communication is from a Latin word-*communis*, which means common or shared understanding. Communication therefore is a purposeful effect to establish commonness between a source and receiver (Schramm, 1965). Whatever is being shared could be associated with knowledge, experience, thought, ideas, suggestions, opinions, feelings etc.

### **2.3.2 Nature of Communication**

Communication is very central to all human activities; thus is because everything we do and do not, communicate. Man's interaction with other human beings is a result of communication. Communication is the key around which human life revolves. Communication is also innate; every man is born with the ability from childhood, we learn to communicate by crying, smiling, kicking etc. Communication is made up of activities of under related elements which continue to function is the communication process. The fact is that the word communication is encompassing, ambiguous and pervasive. These three words capture the universal nature of communication and make everyone think they know something about communication.

### **2.3.3 Functions of Communication**

Communication performs diverse kinds of functions which include social interaction, business and Trade, exchange of ideas and spread of Knowledge, social-political development, social-cultural integration and others. The purpose of communication in an organization is to effect change to influence action toward the welfare of the organization. Business, for example, requires information about prices, competition, and government activities. This knowledge is the basis for decision affecting product lines, production rations quality, marketing strategy, the mix of productive factors and internal information flow. The immediate digestion of information and action in response to it, however, become extremely difficult in a large enterprise where several thousand or more people are involved. Communication is essential for the internal functioning of an organization because it integrates the managerial functions such as planning, organizing, staff, leading, controlling.

Specifically, communication is needed for a number of purposes among which are: to develop plans for the attainment of organizational goals , establish and disseminate goals of an organization ,organize human and other resources in the most effective and efficient way, select, develop and apprise members of the organization, lead, direct, motivate and create a climate in which people want to contribute, control performance , relay information, sell ideas, educate the receiver , resolve conflict, obtain input ,express feelings , effect changes in behavior etc. The above views are also supported by Esuh, (2004); Olayinka & Aminu, (2006 P.226), amongst others.

Communication also relates the organization to its external environment. It is through information exchange that managers become aware of the needs of customers, the availability of suppliers, and the needs of community which the organization later meet through social responsibility. It is through communication that an organization becomes an open system interacting with its environment. It is generally known that managers determine the organization climate and influence the attitudes of organization members. This is done mainly through communication initiated by top management. However, leaders in an organization have a major responsibility to set the right tone for effective communication; every person in an organization also shares this responsibility. It must be pointed out here that Communication is a two-way process in which every one is both an originator and a receiver of communication. Information flows vertically along the chain of command and crosswise. Crosswise communication, as used here, involves the horizontal flow of information among persons on the same or similar organizational levels, without superior – subordinate relationships.

#### **2.3.4 Importance of Communication for organizations**

Communication is very important for organization to achieve coordinated action ,express feelings and emotion ,to share information regarding, Organizational goals ,Task directions ,results of efforts , decision making ,achieve effective control , encourage staff participation in decision making , create a good public image and reputation for an organization .

#### **2.3.5 Communication and conflict management**

Conflict management has developed into an important sub-field of organizational behavior within a short time period (Kozan, 2002, pp. 89-95). This trend underlines the greater acceptance of conflict as an organizational phenomenon and as a result, concern over its

management. This paper will focus upon one particular set of conflicts – intra-organizational conflicts in the public sector in Romania; I will also concentrate on the influence that communication has upon conflict resolution processes. Reforming Romania's public administration introduced many structural and methodical changes inside Romanian public organizations. Due to these changes and to public servants' resistance to these changes, several conflict situations appeared. The purpose of this study is to analyze the multiple role of communication in conflict management, both as a mean to control/solve or even prevent conflicts and (if defective) as a source for intra-organizational conflicts. The analysis will be based upon empirical data gathered in a diagnose-type research of the Cluj-Napoca City Hall in 2008. Before analyzing these two items – communication and conflict, a short presentation of theoretical models of conflict management and communication would be necessary, in order to better understand their relationship when dealing with public organization diagnosis.

2. Models of intra-organizational conflict Intra-organizational conflicts deal with the 'structural makeup of an organization' (Stojkovic, Kalinich and Klofas, 2003, p. 269). The authors consider that there are four types of intra-organizational conflict: vertical conflict, horizontal conflict, linestaff and role conflict. Vertical conflicts could occur because your supervisor is always telling you what to do and tries to micromanage instead of letting you do your job. This conflict involves two hierarchical levels and an employee and his/her immediate boss. This type of conflict exists mainly within police agencies, state and city agencies, where the organizational structure has a high degree of formality. Horizontal conflicts occur between employees within the same unit, on the same hierarchical level. Horizontal conflicts can manifest themselves for many reasons, including ideas, decisions about which units or individuals do not agree or the distribution of resources. Line-Staff conflicts occur between support staff and 'actual units' within a department. The example used by the authors, analyzing the police system, would be between a police file clerk and an officer who is looking for a cold case file about the administration of documents, files, evidence, etc. Role conflicts can stem from an incomplete or otherwise fallacious understanding of the assignment given to an employee at a specific moment in time. Another model of intra-organizational conflict is the structural model of conflict, which is built upon four variables. These are: behavioral predispositions, social pressures, incentive structures and rules (Thomas, 2010, pp. 49-65). 134 Behavioral predispositions: attitudes, needs, personality traits, attitudinal dissimilarities, competitive needs, gain motivation, incompetence, and socially devalued personal qualities breed conflict. Social pressures are of two types: constituent social pressure that flows from the groups which the parties in the

conflict represent. Typically, notes Thomas, constituent social pressures are directed towards competitive stances, although the reasons for this are not always clear. The second type, ambient social pressure, flows from outsiders, and includes larger social systems than those which encompass the conflicting parties. Ambient pressures tend to channel the conflict generated by constituent pressure into socially acceptable forms. The third element in the model, incentive structure, refers to the distribution of rewards following cooperative and non-cooperative transactions. Of crucial importance here are the conflicts of interest that occur when two or more subsystems (for example, the crew and mission control) pursue mutually exclusive goals. Conflicts of interest may be minimized or eliminated by super ordinate goals which are of overriding importance to both groups and factions (Sherif apud Robert and Lloyd, 2002, pp. 75-95). It is therefore important to identify and incorporate goals which can be shared by all subsystems (and by each individual within a given subsystem) and which override separatist or special-interest goals. Rules and procedures refer to laws, customs, conventions and the like which govern ongoing negotiations. Decision rules provide advance codes regarding specific conflicts of interest; procedural rules provide guidelines for bargaining, negotiation, and reaching resolutions in instances not covered by the decision rules. To the extent that such rules are effective, each party accepts the outcomes or constraints imposed by the rules and bear the expense in terms of decreased discretionary power. Reliance on rules generates less hostility than the exercise of coercive power, a common response to conflict situations (Stark, 2007, p. 70). In the organizational conflict model (Robbins, 2005, pp. 45-60) conflict has as main sources: communication, structure and the factors of personal behavior. Communication. As Robbins says, although there is no classification of the sources of conflict according to their importance, it is considered that most of the conflicts are due to communication problems. There are several situations that can be considered failed communication: when communication includes only a part of the necessary information, when it incorporates ambiguous or threatening information or when it offers too much information (either in terms of quantity or too highly coded for the recipient). Structure. The same author considers that structural variables, such as the bureaucratic elements, reward systems, interdependence of the tasks and the heterogeneity of the personnel can create conflicts both between individuals and between groups. Factors of personal behavior. Each factor of personal behavior (personality, satisfaction, the status or the objectives) can favor or diminish the probability of 135 conflicts occurring in organizations. For example, the reaction of the individual confronted with incompatible objectives. 3. Communication models The organizational communication structure is defined as the

‘system of pathways through which messages flow’ or as ‘patterns of interaction among people who comprise the organization’ (Nica, 1998, pp. 188-191). Communications is important in solving conflicts because it can increase understanding and reduce the risk of jumping to conclusions or making generalizations. It is important to understand first the sources of most conflict situations. There are many types and forms of communication within organizations. Two of the most important ones are formal and informal communication, especially for the public institutions, where the degree of formality is (either by necessity or tradition) higher than in many of the other types of organizations.

1. Formal communication is that type of communication that sends information through the officially designated channels between different organization positions. There are three types of formal communication: downward, upward and horizontal communication (Nica, 1998, pp. 188-191).

1.1. Downward communication is the one that flows from upper to lower (from managers to their subordinates). The types of messages transmitted are job instructions, job rationales, information on procedures and practices, feedback, and indoctrination. It is considered to be efficient, but it is the expression of the managerial control and it frequently generates vertical conflicts.

1.2. Upward communication is the transmission of messages from lower levels to the higher ones (such as communication initiated by subordinates with their superiors). Types of messages sent through this type of communication could be, for example, about performance on the job, about job related problems, about fellow employees and their problems, about subordinates’ perceptions of organization policies and practices, tasks and procedures.

1.3. Horizontal communication is that flow of messages across functional areas at a given level of an organization (this permits people at the same level to communicate directly). The messages exchanged are those that facilitate problem solving, information sharing across different work groups, task coordination between departments and project teams. It is effective, but not efficient (time consuming) and of course it can generate horizontal conflicts.

2. Informal communication contains those episodes of interaction that do not have a place within the officially designated channels of communication. It is a necessary and unavoidable aspect of organization life; it creates a relaxed, comfortable climate and addresses problems not accessible to the formal communication, thus aiding the functioning of the organization. Nevertheless, it should never substitute formal communication.

136 The authors Krauss and Morsella have found four models of communication analyzing the interplay between communication and conflict (Krauss and Morsella apud Deutsch et al., 2006, pp. 144-158): the Encoding – Decoding model, the Internationalist Model, the Perspective-Taking Model and the Dialog Model. The Encoding-Decoding model refers to

communication as a transfer of information via codes, an example for this model being the Morse code. This is the simplest model and it refers to the process through which an encoded message is sent from the sender to the receiver (who has the codes necessary for decoding it) through a channel of communication. But the received message can be different from the message initially transmitted; because of the noise contribution that can affect every channel of communication (the children game of telephone, for example). The Internationalist Model. In different circumstances, a transmitted message can have one or more meanings, requiring a necessary distinction between the literal meaning and the actual, true meaning (the meaning intended by the sender) of the message. If the model above focused upon the 'how', the methods used for transmitting of the message the Internationalist model considers as the most important part of any communication process the 'what', the (true) content of the message. Therefore, the sender should try to consider what meaning would the receiver give to the message and the listener should also try to understand the intended meaning of the message. Example: when the parties to the conflict use different languages to communicate and even if translation is made, sometimes there are sentences that lose their intended meaning when translated, the situation of intercultural conflicts. The Perspective-Taking Model refers to the fact that each individual perceives the world in a particular way, due to each individual's life experiences and culture, so that when transmitted, messages should be formulated in such ways as to include this factor into its composition. The 'multiple auditor problem' is a serious complication that seemingly will generate many conflicts since it appears quite impossible to design 'universal messages', messages that will suit to every receiver's experience. Therefore, misunderstanding will occur – thus conflicts. The Dialog Model. If the three models already listed are more individually oriented, this model focuses on collaborative communication; participants try to understand one another and they also try to get to the same conceptions of the meaning of every message before transmitting a new one. Active listening makes communication effective at this level. It is important that conditions are from the beginning well established and well understood by all parties to a conflict situation, in order to allow effective communication. These four communication models focus on the inherent complexity of the communication and how the outcomes of its misuse could accelerate a conflict instead of helping to solve it. Communication's role in managing conflicts in organizations Communication where potential conflict is entirely missing is unauthentic, so it doesn't fulfill the attributes of efficiency (Pănișoara apud Bocoș, 2008, p. 139). From conflicts preventing, avoiding, managing or solving perspective, interpersonal communication is very important; it can play multiple roles in any conflict (the first one

being that it can create conflicts by itself). In the following part of the present paper we will focus on the role communication can play in solving conflicts. According to the authors above, for solving conflicts communication uses three functions. The first is referring to the understanding and knowing of ourselves and of the others we interact with, so we can know what to expect from them and how we can influence them and, on the other hand, to make our own position known so they can react to it. The second function of communication is about developing a consistent relationship with the others, so that we could give significance to our reality – the individual socializing function. The third function refers to the dimension of communication influence and persuasion, developing further the idea of common effort and collaboration. Communication and conflict are in an interdependent relationship; communication can engender conflicts, can escalate conflicts and it also can prevent conflicts, help in conflict management and resolution activities. When dealing with any conflict (or potential conflict) communication represents a very important factor. Next, we will present a theoretical model that will detail the negative role of communication within a conflict situation, how can communication generate conflicts. Perturbing and blocking communication is an important source of conflict so it is necessary to identify those factors that are considered impediments to the communication process (Mathis et al., 2004, p. 100). The authors are offering a set of these disruptive factors (barriers in communication) within any organizational systems:

- The issue of trust or mistrust of the message recipient in the content of the message and the sender's opinions and intentions;
- The issue of developing personal interdependencies, common goals and collaborative patterns in order to reach those goals;
- The issue of a correct rewards distribution system. This will raise the individuals' motivation at their work place; and
- The issue of a true collective understanding of the group's structure as it is – type of activities, way of action, type of group, the status quo and type of interrelations inside the group.

### **Forms of Communication**

The three major forms of communication commonly used by managers in organization are:

**Written Communication:** it involves the use of letters, memos, bulletin, procedures/ policy manuals, notices, books, etc., to transmit information in an organization.

**Oral communication:** this refers to verbal conversation between two or more persons in an organization. It is a face-to-face interaction and most frequently used kind of communication

channel during conferences, seminars, meetings, interviews, etc. It is rich in content, because there is a high level of interaction between the sender and the receiver.

**Non-Verbal Communication:** this means using any form other than written and oral communication to transmit information. This includes the use of facial expressions, body movement and personal appearance to pass information. Important categories are Kinetic behavior, physical distance, tone of voice and object language.

### **2.3.6 Principles of Communication**

Certain principles are very essential to effective communication. These principles, according to Mangal and Mangal (2009), include:

**Principle of Readiness and Motivation:** The communicator and the receiver should be ready and remain motivated throughout the process of communication. Lack of interest, zeal and enthusiasm on the part of either of them may adversely affect the process and product of communication.

**Principle of Possession of competent communication skills:** The communicator and the receiver should be quite competent and efficient in terms of communicating and receiving the desired information or message. Possession of the required communication skills is crucial, so that the task of communication, in terms of transmission and reception, may be performed by them effectively.

**Principle of Sharing and Interaction:** Since communication is a two way process, its success lies in allowing as much as possible exchange of ideas, and keeping mutual interaction between the source of communication and receiver.

**Principle of Suitability of the Communication Contents:** The content of what is to be communicated should be very suitable and easily understandable. It should be appropriate on the part of both the communicator and the receiver.

**Principle of Appropriate Media and Channel:** The effectiveness of the process of communication will depend on the type and appropriateness of media or communication channel used.

**Principle of Appropriate feedback:** Communication flow is deemed to be effective flow if it continues to receive the desired feedback from the receiver and vice versa.

**Principle of Facilitators and Barriers of communication:** There are many intervening variables lying between the source and the receiver of information in a communication process. The effect of these variables, on the (positive or negative) source and receiver, becomes a decisive factor of the success or failure of communication.

### **2.3.7 Communication Situations**

Communication may occur in variety of situations or environments. These may be grouped in the following types:

**One on One Communication:** This form of communication takes place between two individuals. Most of our day-to-day informal or formal communication occurs in this form. Communication between husband and wife, shopkeeper and customer, relations, friends, strangers, colleagues, lovers.

**Small Group communication:** This involves communication among more than two people

**Large Group or Public communication:** This is the type of communication carried out within the premises of factories, government offices, police and army barracks, hospitals, etc. The style of this type of communication is formal, systematic, planned and organized.

**Mass Communication:** This is carried out through different types of mechanical, electronic means: examples are the mass media, radio, television, video, cinema, films, books, e-mail, internet, teleconferencing, satellite communication and transmission etc. There may not be face to face interaction between the communicators. It remains the most effective way of disseminating information in contemporary times.

### **2.3.8 Communication Process**

Communication process components involve the following:

**Sender:** The sender/encoder is the initiator of the message. The sender can be an individual, group or organization with ideas, desires, needs to transmit to other party or parties.

**Encoding:** This is a process that selects the appropriate language that the receiver understands. Making signals to another person, using shared symbols or putting one's thoughts into a letter are examples of encoding.

**Message:** Message refers to idea, thought, needs, emotions etc, put into a symbol, figure, sign, etc. It is the actual physical product being encoded by the source.

**Channel:** The channel is a means by which a message is conveyed. The sender must make sure that the appropriate channel is used to transmit message. Evans (1978) is of the opinion that the choice of a medium depends upon proximity.

**Receiver:** The receiver is the person(s) the message is targeted at. That is, the recipient(s) of the transmitted information. If the information is not received by receiver, there is no communication.

**Decoding:** Decoding is a process that occurs at the reception level where impulses, figures and symbols are interpreted and translated into meaningful information. Effective communication can only occur when both the encoder (sender) and decoder (receiver) attach the same or at least similar meanings to the symbols that make up the message.

**Noise:** Noise is anything that hinders, disturbs, and interferes with communication whether from the side of sender, the message channel, or the receiver. Noise can occur either internally (wrong encoding, transmission, interruption etc) or externally (confined environment).

**Feedback:** Feedback assures the encoder that the message was received and understood. Receivers reply to the sender ends the communication process mechanism.

### **2.3.9 Communication Networks**

Communication network is the pattern by which information flows between and among employees in organizations. This includes;

**The chain network:** Here, information moves up and down along organizational hierarchy. It is simple but it slows communication.

**The wheel network:** In using this, there is a single person at the center who gives and receives information from other in a group/ committee. Information flows quickly with high accuracy.

**The circle network:** It is a complete loop, which allows information flow round and round in directions. Each member can communicate with one another on either side. It provides greater opportunity for feedback.

**The Y network:** Here, the employee at the fork of the “Y” usually becomes the central person. It resembles the chain network i.e. upside-down formal structure but slower by the fork in the Y.

**A completely connected (star) network:** This network permits each employee (member) to communicate directly with every other employee (member).

### **2.3.10 Models of Communication**

a. David Berlo’s Model of Communication In David Berlo’s communication model, communication originates from the sender or source. The sender or source could be the superior, subordinate, resource, person and media. There exists the message in the communication channel. The message could be in form of knowledge, values, attitudes and skills. In between the sender or source and message, there exist the noise factors. These can affect effective communication adversely. The noise could be psychological, physiological or physical. Any form of distraction in the communication process is regarded as noise factor.

In this model of communication next to the message is the channel which the message will pass through. It is often through the airwaves. The channel can be correspondence books, letters, post, radio, television, instruction package and some form of electrical or electronic devices. The final stage of third model is the receive or the destination this communication model is also known as SMCR - SENDER-MESSAGE-CHANNEL and RECEIVE

### **2.3.11 Organizational Communication and Conflict Management Systems**

Conflicts are part of human consciousness in all aspects of life. One cannot avoid conflict, whether at home, at the office, or when watching television news. The consequences of organizational conflict reach further today than ever before as the interface between work and home blurs and organizations experiment with flatter and more decentralized structures. In addition, the complexity of conflict increases as organizations become more open and diverse. Conflict is inevitable and even desirable: “To work in an organization is to be in conflict. To take advantage of joint work requires conflict management” (Tjosvold 2008: 19). It is no wonder that conflict management is receiving increasing attention from top managers and policymakers across major corporations and non-profit organizations. Lip sky and Seeber (2006) note that during the past 25 years, organizations have changed their orientation towards conflict management. In particular, organizations are more inclined to adopt “a proactive, strategic approach to managing organizational conflicts” (ibid.: 360). The

prevalence of conflict has various implications for organizations. It has been noted that managers may spend up to 42 percent of their time dealing with conflict-related 126 negotiations (Watson & Hoffman 1996). This task is momentous as conflicts have the potential to deteriorate organizational functioning by inducing resignations, absenteeism, accidents, and overtime (Meyer 2004) as well as debilitating individual health and well-being (De Dreu et al. 2004). On the other hand, some view conflicts as a source of innovation, creativity, and development in organizations (Nemeth et al. 2004). Scholars have found it useful to conceptualize organizational conflicts broadly (e.g., Rahim 2002; Lipsky & Seeber 2006). Rahim (2002) defines conflict as “an interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities (i.e., individual, group, organization, etc.)...[C]onflict can relate to incompatible preferences, goals, and not just activities” (207). According to Lipsky and Seeber (2006), there are three types of organizational conflict. (1) Latent and manifest disagreements refer to “any organizational friction that produces a mismatch in expectations of the proper course of action for an employee or group of employees (Lipsky et al. 2003: 8). (2) Workplace disputes are conflicts “that ripen into formal complaints, grievances, and charges” (Lipsky and Seeber 2006: 363). (3) Litigation refers to lawsuits and charges filed with regulatory agencies. In general, it has been noted that conflict centres on three factors within the communication field: incompatibilities, an expressed struggle and interdependence between two or more parties (Putnam 2006). Traditionally, conflicts have been viewed as impediments to organizational functioning. From this perspective, conflicts need to be judiciously controlled, because “social interaction itself is a negative force, and this is so because human beings are incapable of engaging in either social interaction or conflict without destructive consequences” (Bush & Folger 2005: 247). However, others argue that conflicts are vital for modern organizations; they are “not only essential to the growth, change, and evolution of living systems, but [are], as well, a system’s primary defense against stagnation, detachment, entropy, and eventual extinction” (Ruben 1978: 206). Similarly, Aula (1999; 2000) argues that conflicts are an important force in bringing out the differences among agents’ opinions, logics and worldviews, which, in turn, leads to more creative and novel outcomes. Individual level conflict interaction is crucial because it ultimately changes the whole social environment (Bush & Folger 2005). Within the field of communication, three models of organizational conflict management have dominated (Putnam 2006). First, the integrative and distributive negotiation model, based on Walton and McKersie’s (1965) work on labour negotiations, examines formal approaches to conflict management. Second, the mediation competency

model refers to third party interventions in conflicts. Finally, the dual concern model focuses on informal, individual level conflict management in organizations. Several researchers (e.g., Guetzkow & Gyr 1954; Pinkley 1990; Jehn 1997; Amason 1996) have suggested that there are two dimensions that are relevant for managing conflict: disagreements relating to substantive issues and disagreements relating to affective issues (Jehn 1997). The substantive dimension refers to disagreements relating to tasks, policies, and other organizational issues (Rahim 2002). The affective dimension refers to issues that “are generally caused by the negative reactions of organizational members (e.g. personal attacks of group members, racial disharmony, sexual harassment)” (Rahim 2002: 208). There is a widespread unanimity that a moderate amount of substantive conflict is valuable and even essential for organizational development, whereas affective conflict impedes organizational performance at various levels (Rahim 2002). However, some 127 scholars (e.g., Tjosvold 2008) argue that the two dimensions are inseparable and should not be examined separately: “[T]he kind or source of conflict is not the culprit; it is how people manage it that determines its course and outcomes” (Tjosvold 2008: 25). We too stress the role of management in determining whether conflict becomes functional or dysfunctional to the organization. According to Rahim (2002), if they are to be effective, conflict management strategies should satisfy certain criteria. First, conflict management strategies should be designed to improve organizational learning. Instead of dealing with conflict “within the existing structure and processes of an organization” (ibid.: 212), one should challenge the status quo by enabling organizational members to challenge the underlying policies, assumptions, and goals. Second, strategies should be designed to include “the right stakeholders to solve the right problems” (ibid. 209). Conflicts are often complex issues that involve multiple parties. Including all the relevant parties in problem-solving leads to collective learning and organizational effectiveness. Finally, conflict management should be ethical. That is, the design should enable conflict management that leads to “ethical actions that benefit humankind” (ibid. 209) on the leadership as well as on other stakeholder levels. The present article is conceptual in nature and falls within the area of organizational communication in communication research. In the past decade, there has been a “Copernican revolution” (Mumby 2006) within the field of organizational communication that has shifted the focus from linear process models to interpretive, nonlinear perspectives on communication (Putnam & Boys 2006). However, the study of organizational conflict management has been dominated by the linear process view to date (e.g., Nicotera & Dorsey 2006). The underlying purpose of the present article is to apply an interpretive organizational communication view to the study of organizational

conflict management. The approach is macro-oriented by nature, thus discussion of micro-level consequences and phenomena is limited by choice. In particular, the prevailing model of systematic organizational conflict management, namely conflict management system (CMS), is examined from a communicative perspective, and directions for improvement are suggested. The article starts by describing the main features of CMS followed by a discussion of the underlying communication view of CMS. Next, conflict management is considered from a fresh perspective of social complexity augmented with an interpretative view of organizational communication. Two models are utilized – dual function of communication and the arena model – to portray a blanket of strategies available for organizational conflict management. All in all, the purpose is to shed light on the limitedness of CMS in providing a strategic approach to organizational conflict management on a macro scale. Conflict Management System (CMS) Conflict management system (CMS) refers to “a comprehensive set of policies designed to manage workplace conflict” (Lipsky & Seeber 2006: 371). The concept of a ‘system’ (von Bertalanffy 1951; Boulding 1956) was first adopted by conflict researchers and practitioners two decades ago (Constantino & Merchant 1996; Slaikeu & Hasson 1998; Ury et al. 1989). There is no one clear definition of CMS; however, all the prevailing CMS definitions are based on the principles of general system theory at least to some 128 degree. For example, Constantino and Merchant (1996) indicated the following characteristics of CMS: boundaries, purpose, inputs, transformation, outputs, and feedback. Slaikeu and Hasson (1998) in turn based their model on principles that include directives on various issues such as the preferred path, a template with internal and external system components, checkpoints and evaluations. The Society of Professionals in Dispute Resolution (SPIDR; Gosline et al. 2001) examined critical points of CMS and introduced the concept of an integrated conflict management system (ICMS). The society argued that ICMS is a more comprehensive version of CMS. In particular, SPIDR developed a set of guidelines and provisions for the scope, culture, access points, options and support structures of CMS. SPIDR also highlighted the importance of fairness and proper due process protocol. It noted that CMS models are often centred on formal dispute resolution processes such as grievance procedures and mediation. Although necessary, such processes are not sufficient because “they usually address the symptoms of conflict, not the sources... An integrated conflict management system addresses the sources of conflict and provides a method for promoting competence in dealing with conflict throughout the organization” (Gosline et al. 2001: 8). Albeit structurally varying, all CMS models offer basically the same venues for conflict management. According to Bender sky (2003), CMS often consists of three types of conflict

management options: rights-based processes, interest-based processes and negotiated processes. Rights-based processes, such as grievances and arbitration, involve third parties determining the outcome of a conflict based on laws, contracts or standards of behaviour (Ury et al. 1989). Interest-based processes, such as mediation and facilitation, include third parties that help participants reach agreements without determining outcomes for them. Finally, negotiated processes cover “all efforts by individual disputants to resolve conflicts for themselves, without any third-party interventions” (Bender sky 2003: 645). Power-based processes such as strikes and picketing can also be considered a type of conflict management; however, they are generally not included in organizational CMSs. Typically, organizations utilize only the rights-based processes systematically (Lip sky& Seeber 2006; Bender sky 2003). According to Lip sky and Seeber (2006), a typical organization in the US “waits for conflicts to evolve into litigation, and only then begins to manage ‘conflict’” (362). In addition to types of conflict management processes, CMS scholars emphasize the importance of organizational support structures. Gosline et al. (2001), for example, emphasize the importance of management support, appropriate culture and training. They also advocate the concepts of fairness and due process in the design and operation of CMS. Some CMS scholars argue that in order to implement a CMS, a culture change is always necessary (Lip sky& Seeber 2006).

## **2.4. Organizational Communication**

Communication is the exchange of ideas between people or groups of people to create understanding. Because human beings are social, they share their thoughts and ideas through communication. According to Mensah, (2010) communication is a process of sharing ideas, information, and messages with other people in a given place and time. But for communication to be said to have taken place, there is the exchange of shared meaning which occurs between two or more parties and feedback is obtained. The interaction between individuals or groups is however not linear as it can be interfered with by noise.

This noise could be: different views to the message, interruptions, language barriers, attitudes and emotions of the people involved in a communication process. As such, Mensah (2010) notes that communication does not entail just giving information but that it is the giving of information that can be understood and receiving and understanding the message given. Mensah (2010) terms it as a means by which thoughts are transmitted from one person to another. Hooker (2008) in addition says that communication is vital in business because

business is an activity that entails collaboration, with goods and services made and exchanged through coordination by many people. The coordination requires intense communication and specifications of the services or goods must be mutually understood (Hooker 2008). The implication of this is that for businesses or organizations to work successfully, staff members have to work as a team to achieve their set objectives.

Armstrong (2006) asserts this saying that to achieve factory objectives, good communications are required to achieve coordinated results. And since factory experience change continuously, there is need to ensure that the effect of the changes on the employees is communicated to them (employees) in terms they understand and accept. Failure to do this can lead to conflict. To achieve feedback and factory objectives, communication in an factory is usually not one way but open, where messages can be sent from below to the management or from the management to the employees, or among employees.

The sender of a message has however no control over how the message is decoded and thus the need to encode a message that can be comprehended as intended by the sender. For this reason, Lunenburg (2010) says choosing a given medium for transferring the message is vital since there are many options one can use and people selectively interpret information, with persons more likely to view information that matches their own conviction more favorably.

## **2.5. Organizational Conflict**

Simply defined, conflict is the misunderstanding that may arise between groups of people or individuals, due to clashing goals or communication breakdown. According to Turkalj et al (2008) conflict is the disagreement which happens when interests, values or goals of different people or groups of people are discordant. Although conflict is often viewed negatively as a cause of poor work performance and de-motivation among employees, conflict, according to Verma (1998), is as unavoidable. When members of a team interact in the process of carrying out their tasks and responsibilities, the likelihood for conflict is always there (Verma, 1998). Turkalj et al (2008) say conflict does not have to be negative as it can trigger positive changes in an organization.

Conflict can be brought about by a variety of reasons like limited resources, dependence on others, misunderstanding between parties, and difference in thought or ideas among others. According to Verma (1998) breakdown in communication is the most usual and evident source of conflict. Conflict in organizations, Spaho (2013) says, stems from either personal

factors or organizational factors. The personal causes of conflict, Spaho (2013) observes, come from personal characters and include bad estimation of a person, errors in communication and mistrust among people in an organization as well as people's personalities. Mistrust, lack of effective listening skills, respect and differences in perception can also result to serious communication problems Verma (1998) observes. Spaho (2013) adds that conflict stemming from an organization may come from dependence in work activities, differentiation of organizational units and discordance in operating goals and sharing limited resources. Verma (1998) categorizes conflict in three categories; goal oriented conflicts administrative conflicts and interpersonal conflicts. The goal oriented conflicts have to do with performance specifications, priorities and objectives of an organization. The administrative ones relate to the management structure of an organization, reporting relationships, functions and decisions while interpersonal conflicts result from differences in work ethics, styles, egos and personalities of team members (Verma, 1998).

## **2.6. Communication and Conflict**

As defined earlier, communication is the sharing of ideas and thoughts between individuals or groups of people. Participants of a process of communication encode a message which is decoded by the recipient(s) of the message who then encode their feedback to the original senders of the message. But in the process of sharing thoughts, noise occurs which affects the meaning received or sent. As such, communication is not linear. Conflict on the other hand occurs when goals between individuals or groups are not shared or meanings between participants of a group are not shared.

According to the Republic of Rwanda Public Service Commission's Causes and Impacts of Conflict at Work Place (2014), communication problems from leaders cause conflicts. The problems stem from unclear messages, and uncommunicative tendencies (Republic of Rwanda Public Service Commission 2014). Breakdown in communication is the most usual and most evident source of conflict (Verma, 1998).

Communication recommends to the action, contact or double interactions among the persons in meanings, understanding and delivering information (Fisher, 1980). Many professional have communicated mixed views on communicative capability utilized as a interpreter of employee achievement (Ryan and Sackett, 1987). The significance of communication cannot be rejected for organizations, as they use their capability to force the bottom-line- as initiated in growing support related with work creativity (Camden and Witt, 1983; Papa and Tracy,

1987; Snyder and Morris, 1984). Communication may grip feelings generated or words stated. Actually, communication starts with the welcome symbol when parent go into the school building first time (Chambers, 1998). Welcome symbols are showing the range of cultural languages spoken in the school environment generate an even more attracting environment (Lai and Ishiyama, 2004). The next satisfaction might be conversely, smile, lack of agreement by office employees. Also Parents may be influenced positively by the purity of student artwork on the walls, the sounds in the hallway and the school grounds. A “customer-friendly” school atmosphere replicates how highly communication with parents is preferred by school employees (Chambers, 1998). Explained communication depends on one-way or two-way replacements (Berger, 1991). One-way communication shows when teachers get to notify parents about activities, events, or student development throughout a variety of resources, such as an starting letter at the beginning of the school year, classroom or communication books, school newsletters, report cards, school Web sites, radio announcements and TV announcement so on. Two-way communication contains interactive discussion between parents and teachers. Conversations may transpire during home visits, open houses, telephone calls, parent-teacher conferences, and many school-based and community based activities. Actively employers should integrate both strategies to exploit sharing information or message with employees. From this understanding industry labour management involves or entails the policies, rules, regulations, procedures and competencies which govern and regulate work force (unskilled, semi-skilled and skilled workforce) in companies which needs good communication for common understanding of employer and employees of the factory. According to Ethiopian labour proclamation essential to ensure worker-employer relations are governed by basic principles of rights and obligations with a view to enabling workers and employers to secure durable industrial peace; sustainable productivity and competitiveness through cooperative engagement towards the all-round development of our country. It has been found necessary to lay down a working system that guarantees the rights of workers and employers to freely establish their respective associations and to engage, through their duly authorized representatives, in social dialogue and collective bargaining, as well as to draw up procedures for the expeditious settlement of labour disputes, which arise between them;

There is a need to create favorable environment for investment and achievement of national economic goals without scarifying fundamental workplace rights by laying down well considered labour administration ;and determine the duties and responsibilities of

governmental organs entrusted with the power to monitor labor conditions; occupational health and safety; and environmental protection tighter with bilateral and tripartite social dialogue mechanisms; political, economic and social policies of the country; Whereas, it has been found necessary to reformulate the existing labour law with a view to attaining the aforementioned objectives and in accordance with the and in conformity with the international conventions and other legal commitments to which Ethiopia is a party; Proclamation ( No. 1156/2019)

When conflict occurs between people, it is recognized and expressed through communication, which as explained earlier, helps individuals or groups of people share meanings and ideas (Hellriegel and Slocum, 2009). How a conflict is communicated may escalate or help deescalate it. According to Conrad (2014) there are managers whose verbal instructions sound like utterances from tyrants, whose messages though understandable, are not well received or accepted by employees. Employees, according to Conrad (2014) like to be treated with dignity and respect and if a manager sets the tone and content of communications to be respectful to employees, it helps to nurture a more productive and supportive workforce. This thus emphasizes the need to communicate respect and the same is returned to the communicator. The employees' feelings about work, according to Armstrong (2006) to a great extent depends on the effectiveness of communications from their manager or team leaders within a company, adding that any differences in opinion between management and employees are as a result of misunderstandings stemming from communication. Adejimiola (2009) identifies communication as an important means of resolving conflict when it comes to non-violent methods of managing and resolving conflict. He notes that communication is also crucial in dialogue, mediation, negotiation, adjudication and arbitration of conflict. And since conflict is unavoidable in any setting where people or groups of people interact, Adejimiola (2009) observes that communication is crucial in promoting, preventing and resolving conflict situations.

## **2.7. Sources of Conflict**

According to Verma (1998), communication breakdown is the most usual and observable source of conflict and where there is interaction of groups of people, conflict is bound to arise as people do not always view things from the same perspective. Nyamboga and Kiplinger (2008) attribute conflict to a variety of causes including structural causes; unequal opportunities, inequitable access to resources and poor governance, proximate causes;

insecurity, human right abuses and trigger like; single acts like drought, assassination among others. The main sources of conflicts are

Economic conflict: - Legal, Demographic and Political/Social

Individual conflict: - Personality, Stability and Health

Organizational conflict: - Profitability, Productivity, Leadership, Governance, Structure and Ownership

Workplace: - Work, Technology, Workforce and Working Conditions

## **2.8. Conflict of Communication**

There are various definitions of conflict that have been put forward by scholars. And in simple terms, it is about the misunderstanding that may arise between groups of people or individuals, due to incompatible goals or communication breakdown. According to Turkalj et al (2008) conflict is the disagreement which occurs when goals, interests or values of various individuals or groups are incompatible. Although conflict is often viewed negatively as a cause of poor work performance and de-motivation among employees, the authors say it does not have to be negative as it can trigger positive changes in an organization.

According to Conrad (2014) there are managers whose verbal instructions seem like something coming from tyrants, whose messages though understandable, are not well received or accepted by employees. Conrad (2014) says employees like to be treated with respect and dignity and if a manager sets the tone and content of communications to be respectful to employees, it helps to create a more supportive and productive workforce and thus emphasizes the need to communicate respect and the same is returned to the communicator. Some of the ways we communicate bring barriers by preventing discussion or causing others to feel inferior, angry, hostile, dependent, compliant or passive (Lunenburg, 2010).

## **2.9. Effect of using Communication to Address Conflict**

Conflict is what results when individuals or groups of people differ in opinion or pursue incompatible goals or do not share meanings. Although normal to desire peace (absence of confrontations with others) conflict is unavoidable. Adejimo (2009) identifies

communication as an important means of resolving conflict when it comes to non-violent methods of managing and resolving conflict.

Adejimola (2009) says that communication is crucial in promoting, preventing and resolving conflict situations. According to Hener (2010) communication plays multiple roles in any conflict. To begin with, it helps individuals and groups to understand themselves and others, and what to expect from them as well as how to influence them and make one's position known. This in turn would help to develop and maintain a consistent relationship to eventually achieve a common effort and collaboration.

Krauss and Morssella (2000) say a speaker and listener may be employing codes that differ slightly and this may lead to misunderstanding. Conflict can affect employees' performance and productivity negatively if it goes unresolved. Resolving conflict however requires expertise in active listening and assertive communication. This entails listening to the other person, using appropriate body language, words and expressions as well as making oneself clear without making threats against the other party.

## **2.10. Challenges of using Communication to Address Conflict**

As defined earlier, communication is the sharing of ideas or shared meanings between individuals or groups of people. However, in the sharing of meanings, there are challenges that may interfere with effective communication yet to conduct business in an efficient manner; Spaho (2013) says communication is necessary. He says business involves external communication (communication with actors outside an organization) and internal communication (organizational communication directed at employees).

## **2.11. Outcomes of Managing Conflict communication**

The Styles and Outcomes of Managing Conflict in Modern Society Corbin Metz University of Oklahoma Communication is an obligatory aspect for the existence of human life. In our society today, conflict is managed through various styles, some leading to more positive outcomes than others. Although many people attempt to not confront conflict and rather avoid the issue, which may cause it to worsen, it is an aspect that every person will encounter frequently under day-to-day circumstances (Huntley & Owens, 2012). Conflict in the realm of communication may be extremely difficult to handle, but ultimately builds one stronger and creates a more positive, well-rounded, being socially. By gaining knowledge on the correct way to encounter and master conflict through communication, our society may eliminate

complications in a positive fashion. Not only will learning how to manage conflict benefit one in large social situations, but also may enhance relational maintenance in various lives. Ultimately, the general key to success in conflict management includes setting goals and practicing daily the methods to help overcome these strains in the future. Conflict in the area of communication is a facet that has been accepted since the beginning of time and will continue to affect majority of lives around the world. There are many reasons as to why certain people may deal with conflict better than others, but most

### **2.11.1. Impact of Conflict communication in the Workplace**

Webster's Dictionary (1983) defines conflict as sharp disagreement or opposition of interests or ideas. In other words, what I want does not match what you want. When conflict occurs in the workplace, it can reduce morale, lower work productivity, increase absenteeism, and cause large-scale confrontations that can lead to serious and violent crimes.

Managers spend a significant portion of their time resolving workplace conflicts. This obviously affects the productivity of both managers and associates (employees) and can have a far-reaching impact on factory performance.

Conflict is a challenge facing both employers and associates. This document explores the type of conflict most managers and associates would likely encounter on a day-to-day basis.

### **2.11.2. Organizational Culture in the Workplace**

In a nutshell, communication can be broken down into four components: encoding, transmission, decoding, and feedback. It is also affected greatly by noise which can either be actual or metaphorical. When we encode a message we typically do so unconsciously based on our own unique experiences, perspective, etc. The receiver in turn decodes the message, again, based on their own perspective and experiences.

In moving beyond basic communications theory, organizational culture can impact how we communicate in profound ways. One guru on organizational culture is Edgar Schein. His work is cited extensively and found virtually anywhere the topic may arise. Essentially, Schein defines organizational culture as including what we do, don't do, say, decide, etc. based on a specific cultural context.<sup>2</sup> so, within our respective organizations we might find similarities but also widely varying differences in how we communicate. You might ask yourself how you communicate. Do you use email extensively? How about the telephone? How about newer

technologies such as blogs, Twitter, Face book, etc.? How do you know when face to face communication is necessary? If you manage others, how do you communicate with them? How do you communicate with your supervisor? How about communicating with others outside the factory? Obviously, each medium has its various merits and drawbacks but we tend not to think too consciously about this on a daily basis. Our society has perhaps degraded communication to some extent by lessening the value of face to face contact and simultaneously putting new technology utilized for communications on a pedestal. What do we lose when we don't communicate face to face anymore? A secondhand report of a recent study in Time magazine has indicated that the lack of face to face contact can have a fairly serious negative impact on trust, a key component of any good working relationship.

## **2.12. Factors Influencing to Employee's Performance**

### **2.12.1. Job Stress**

It is declared that job stress is created when anyone cannot appropriately harmonize job demands and available resources with personal capabilities (French, 1975). He defines that job stress is taken from a condition of job environment which shows threat to anyone or individual. Some organizations may require achieving a certain work level, while their employees might be incapable to manage assigned works. It is explained that the demand surpasses an individual capacity which concurrently fails to make happy to upper management. Furthermore, job stress has been identified generally as a social issue (Mizuno et al., 2006) which has a mixture of components which interrupts the workers psychologically and physically (Lu, 1997), and distresses whole health care (Conway et al., 2008).

### **2.12.2. Physical Stress**

Burnout is a condition in which no longer an individual can sustain any extra pressures from her/his job and feels totally control by stress (Pines and Kafry 1978). Due to stress there are certain physical outcomes which are mentioned in the literature. Headache and back pain have been recognized as unfavorable results of organizational burnout by Burke and Mikkelsen (2006). The physical, psychological and mental requires placed on an employee because of organizational pressures over an extended time period, outcomes in ever enhancing personal sacrifices on employee's part which if stay unresolved outcomes in burnout (Mckee and Massimilian, 2006). Lot of factory employees have to perform although remaining settled on the same rank for long time period throughout the day that affects

negatively their mental and physical health. The literature recommends that employees experiencing expanded unnecessary job demand may have a high level risk of physical burnout.

### **2.12.3. Psychological Stress**

Psychological burnouts are also recognized in the present literature as related by stress. An employee who bears organizational stress is not capable to meet the organizational anticipations. Demerouti et al. (2005) major identification of burnout symptoms like as isolation, lack of personal execution and exhaustion. Many studies have related burnout with number of physical health and psychological issues which comprise insomnia along with fatigue, feelings of isolation, misdirected, headache, anger, and sleepiness (Maslach and Jackson, 1982; Savery, 1988; Mckee and Massimilian, 2006). It is verified by the literature which enhancing stress is connected to psychological burnout.

### **2.12.4. Organizational Stress**

Organizational burnout is also written in the existing literature as an impact of the stress. Burnout has been major an issue in the modern working environment that has been searched to have increased the absenteeism and many sick leaves by the employees (Leiter and Maslach, 2000). Burnout is a direct result of an individual's thinking about job satisfaction and her/his performance that turn ultimately produces organizational commitment outcome in a desire to renounce (Low et al., 2001). Burnout watched by an employee harmfully involves his/her commitment level to the organization (Tan and Akhtar, 1998). In a research of behavioral results of burnout in organizations, Singh et al. (1994) have recognized job satisfaction alongside with organizational promise and desire to suspend as aftermaths of work-related burnout.

### **2.12.5. Motivation**

DeCenzo and Robbins (1996) describe a motivation as the desire or willingness to perform something, stated by the activity or the capability to satisfy some requirements. Widely the investigation on employee's motivation have been implemented today's enterprises across all divisions, despite their size. Those enterprises realized that the motivational actions of their employees are essential in order to accomplish the organizational objectives. The motivated employees belong to self-satisfied manners, self- achievement and commitment which are

expected to create better work quality and respect to the organizational policies which extensively will materialize competitive advantage and efficiencies. Motivation enhances the job involvement by performing more meaningful work and interesting as well as the reality that it maintains the employees more creative and develops their successive job performance (Kamery, 2004; Ekerman, 2006). The employee motivation is clearly essential. Actually, it is one of the most essential and important elements for the success of employees, and eventually the organizational targets and objectives (Berman et al., 2010). Ololube (2006) explains that motivation towards work, whether intrinsic or extrinsic are very necessary in the worker's lives because they make the basic reason for working in life. It signifies the complex needs and forces which provide the power for an individual to do a particular work (Shulze and Steyn, 2003). Furthermore, employee motivation provides as an important factor of business activities whereby high motivation matches with job satisfaction, an intelligence of pride in someone's effort, a lifelong organizational commitment which develops performance and production (Linz et al., 2006)

### **2.13. Industrial (labour) relations**

Industrial Relations are that aspect of management which deals with the manpower of the enterprise-whether machine operator, skilled worker or manager. - Cordial and peaceful Industrial Relations between the employees and the employer are highly essential for increasing productivity and the economic growth of the country. Industrial Relationship is the composite result of the attitudes and approaches of the employees towards each other with regard to the planning, supervision, direction and coordination of the activities of an organization with a minimum of human effort and friction, with an animating spirit of cooperation and with proper regard for the genuine well-being of all the members of the organization. - The term Industrial Relations has been looked upon and worded differently by different pioneers of the field. Integrated programmes of industrial relations are of relatively recent origin. Fragmented attention to employee concerns started around World War I and became inclusive during the 1940s. The human- relations approach is a long term trend toward recognizing the individual interests of workers. Certain people define Industrial Relations as-the relations between employers and employees in industry. Others describe Industrial Relations as-the relationships between employees and management that grow out of employment. However, with the industrial developments after World War II, the term Industrial Relations has been widened in its meaning and now it implies Employers-Employees-Unions and Government relationship in

industry. The basic requirements of an Industrial-relation programme are have the support of top management. to be based on sound personnel policies ,to follow proper practices., to follow up and evaluate the pattern of employee action.

The important functions of Industrial Relations are employee relations. Labour relations. And Public Relations.

The important aspects of Industrial Relations are (i) Cooperation. (ii) Conflict.

Labour Relations and Employee Relations Whereas Employee Relations is a broader term which represents the relations and contacts between the Management and it's (all) employees; Labour Relations has its field of contact between Management and employees, limited. In other words unlike Employee Relations, Labour Relations represents relations and contacts between Management and employee representatives (or the union) only. The increased size of today's employers and union organizations have caused the government to become more active in employer-employee relationship and for this reason, Legislation and Government regulations affect considerably the field of Labour Relations.

The Labour Relations department of an industry deals with management and the labour union in arriving at a satisfactory resolution of problems such as low wages, poor fringe benefits, etc., carries out all correspondence with the labour unions, participates in Grievance handling, represents the company in arbitration cases and participates in negotiations.

Conducts the necessary correspondence with government labour agencies. Like labour relations department looks after, Union relations. Collective bargaining, discipline in the Industry, and handling Grievances.

## **2.14. Industrial disputes**

- (i) An Industrial Dispute means any dispute or difference between employers and employees or employers and workmen or between workmen and workmen which is connected with employment or non-employment or terms of employment or conditions of labour, of any person.
- (ii) Every human being (says a worker) has certain needs, e.g., economic needs, social needs and needs for security. When these needs do not get satisfied, there arises, a conflict between labour and capital. A conflict means a struggle or clash between the interests of the employer and the workers. For example, in order to compete in the

market, the employer would like to reduce the price of his product and for doing so he will tend to reduce the wages of the workers; the workers would not agree to it and the result will be an industrial conflict between the employer and the workers.

- (iii) When an industrial conflict (which otherwise is general in nature) acquires a concrete and specific display or revelation, it becomes an Industrial Dispute.
- (iv) A conflict takes the shape of Industrial Dispute as soon as the issues of controversy are submitted to the employer for negotiations.
- (v) An industrial dispute may be looked upon as a controversy or disagreement between employee (and management) and the workmen on issues such as a. Wages and other benefits, b. Work hours and working conditions, etc.
- (vi) Industrial disputes cause losses to, workers, management and nation as a whole. c. Workers lose their wages. d. Management loses its profit. e. Public suffers due to shortage of goods in the market. f. Nation suffers due to loss of production.

**Causes of Industrial Disputes** Some of the common causes of Industrial Disputes have been listed below:

- (i) Psychological causes - Difficulty in adjusting with each other (i.e. employer and worker). - Clash of personalities. - Authoritarian Leadership (administration). - Demand for self-respect and recognition by workers. - Strict discipline.
- (ii) Institutional causes - Non recognition of the labour union by the management - Matters of collective bargaining. Unfair conditions and practices. - Pressing workers, not to become members of union, etc.
- (iii) Economic causes: - Terms and conditions of Employment - More hours of work. - Working in night shifts. - Promotion, lay off, retrenchment, dismissal, etc Working conditions - Environmental conditions such as too hot, too cold, noisy, dirty, messy, etc - Improper plant and workstation layout - Old and trouble giving machines. - Frequent changes in products, etc.

## **2.15. Communication strategies for handling conflict.**

According to Richardson (1991, p.20) identifies a number of communication strategies for handling conflict among which are: - Don't push too close: When considering how fast to move in suggesting a "final offer"— or order of agreement, learn towards moving slower, especially at first. Corel Serve Publishing, Lagos, Nigeria 12 Have a main spokesman: If

there is more than one person representing your interests, → have one person take the lead in discussions. Don't assume they readily see the picture you are presenting: Do not presume the → person recognize the benefits regarding what you are proposing. Take time to vividly describe them in their terms. Don't offer what you can't accept: Do not bluff in making an offer you cannot live → with, if accepted. Make the same offer in a different way: Do not overlook rearranging the same → elements of an offer to find amore mutually attractive compromise. Walk your talks: Find ways to reflect your values in how you approach work and your → personal life. Your mission provides daily context and boundaries. Be present: As many contests require, "You have to be present to win. " Keep grounded → and involved in what is happening right now, what is being said at the moment, glancing to the past and future only for context and balance. Consider how you say what you say: Consider the other perspective in how you make → any request. For example, a priest once asked his superior if he could smoke while praying, which led to a denial of his request. Yet if he'd asked if he could pray while smoking he might have received a positive response. Make and Keep agreements: In an often unpredictable world, you build an "emotional → deposit: of trust when your roads and actions aren't contradictory. Then when you make mistakes, as you will, they have built up a level of trust to help them forgive your lapse. Have larger visions of yourself as your reference point for making daily choices: → Establish your central life purpose and core values and let your actions reflect them. Your choices are much easier to make, you will inspire loyalty and attract others to act out their best side when around you. Take your high road: Have a core set of values and a vision of your service and role in → your life; relate your vision to the mission of your organization, your role among family and friends and your actions in reaching agreements. Show them the positive longer view: Many seemingly foolish disagreements band → negotiation are simply acting to prevent looking foolish later on. The best peacemakers work hardest to allay the other person's worries first. Corel Serve Publishing, Lagos, Nigeria 13 Look for the real source of the anger: When someone is angry with you, consider → that he might be upset with himself before you respond. The above view is also supported by Kohn (2001) Michael and Mary, 2001 and (Mcshane& Glinow, 2005).

## **2.16. Improving communication skill in an organization**

When delivering important organizational news to employees, make sure you provide them with the information they need. Here are some tips: Robbins (2000, pp.302-303) in his text of organizational Behaviour makes an insightful presentation as regards how one's

communication skills can be improved upon thereby leading to synergy effects of improving the organization's performance. Below are some of the tips. Be clear: Make it easy for everyone to understand the key points of your message. Keep your language simple and free of jargon. Be specific and get to the point. Let employees know how information affects them and how it will specifically apply to their role. Be concise: Keep your message short. Stick to relevant information. Don't provide details that aren't necessary to get the point across. The extra, irrelevant details may cause confusion or information overload. Be correct: Make sure the information you relay is accurate. If you don't know all the answers, be honest with your employees and tell them you don't know. Then try to get the answers for them. Be complete: Give employees all of the information they need to understand a situation. Don't withhold key facts if you're able to provide them. If you're not sure, if it's appropriate to share certain information, check with your manager first. Be positive: Avoid gossip, complaining and negativity. Your staff looks unto you to set an example. Create an atmosphere of open communication: Let your employees know that you're not too busy to be interrupted for concerns or unexpected issues that arise. Encourage employees to be open and candid in conversation with you: it's easier to get to the bottom of an issue if everyone is comfortable expressing their views. As a manager, you need to set aside judgment and keep an open mind. Corel Serve Publishing, Lagos, Nigeria 14 Tailor the message to the audience: Try to present the message to the receiver in the way the receiver will appreciate it. Put yourself in the position of the audience: This helps you to fashion your communication in an easy way that the audience will understand you better. Remember the value of face-to-face communication. Match your words with action: Don't do the opposite of what you are advocating. Using multiple channels: When you use multiple channels such as written, oral, signals etc to convey a message, you improve the likelihood of better clarity. Learn to listen: Being an effective communicator is not just about providing information to employees. It's important to also be a good listener. This means paying close attention to others so you can really "hear" and understand what's being said.

## **2.17. Functions of Public Relations**

Department supervises and assesses public attitudes, and maintaining mutual relations and understanding between an organization and its public. It improves channels of communication and to institute new ways of setting up a two-way flow of information and understanding.

1. Media Relations like Preparing position papers on issues of importance to the organization, handling publicity, issuing news of activities to external audiences, establishing and maintaining contacts with the mass media, handling responses to inquiries from the mass media, coordinating media conferences and tours ,tracking and evaluating media coverage and others
2. Guest Relations such as guest reception activities, preparing visit agenda and other visit related matters, conducting university tours, preparing brochures, tour guides, tapes, videos, maps and other guest-related communications materials and preparing gift items for the visitors.
3. Publications: preparing and publishing materials for public including dealers, agents, advisory bodies and employees and helping out other departments to promotion.
4. Marketing Publicity like announcing new products or services and enhancements in products and services, through editorial channels of mass media, developing and executing promotional materials, participating in exhibits and marketing events and
5. Others such as developing a good working climate for organization, providing PR Services to other departments (photographic services, providing gift items, and etc.),organizing PMU events, providing public information, managing sponsorship and building and managing relationships with other companies

### **2.18. Functions of Communication:**

Communication serves four major functions within a group or organization: Control, motivation, emotional expression and information.

Communication acts to control member behaviour in several ways. Organizations have authority hierarchies and formal guidelines that employees are required to follow. When employees, for instance are required to first communicate any job related grievance to their immediate boss, to follow their job description, or to comply with company policies, communication is performing a control function. But informal communication also controls behaviour. When work groups tease or harass a member who produces too much (and makes the rest of the group look bad), they are informally communicating with, and controlling, the member's behaviour

Communication fosters motivation by clarifying to employees what is to be done, how well they are doing, and what can be done to improve performance if it's sup bar. The formation

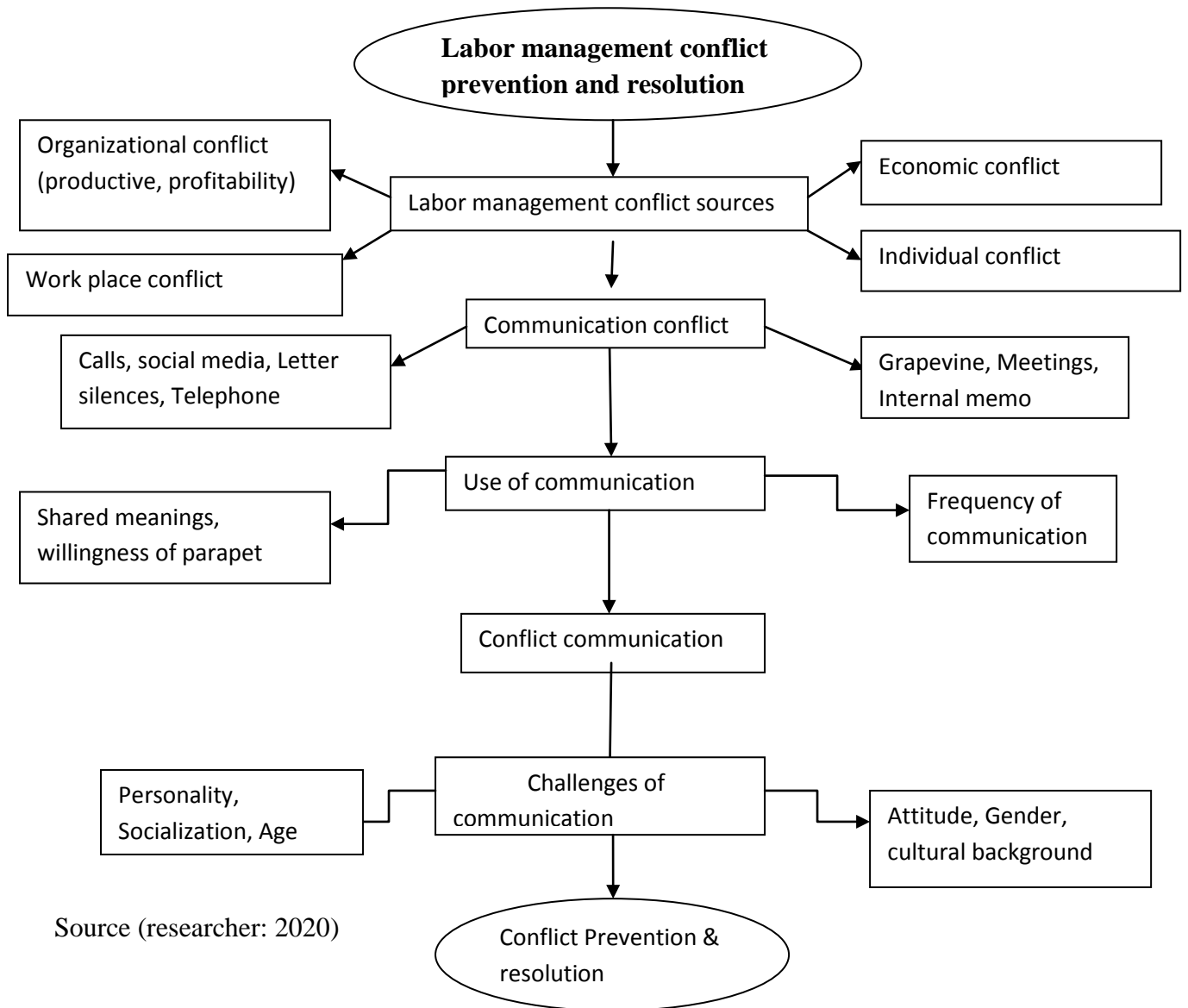
of specific goals, feedback on progress toward the goals, and reinforcement of desired behaviour all stimulate motivation and require communication.

For many employees, their work group is a primary source for social interaction. The communication that takes place within the group is a fundamental mechanism by which members show their frustrations and feelings of satisfaction. Communication, therefore, provides a release for the emotional expression of feelings and for fulfillment of social needs.

The final function that communication performs relates to its role in facilitating decision making. It provides the information that individuals and groups need to make decisions by transmitting the data to identify and evaluate alternative choices.

No one of these functions should be seen as being more important than the others. For groups to perform effectively, they need to maintain some form of control over members, stimulate members to perform, provide a means for emotional expression, and make decision choices. Almost every communication interaction that takes place in a group or organization performs one or more of these four functions.

## 2.19. Conceptual framework



## **CHAPTER THREE**

### **3 RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter could deal about the research design and the methodology that would be used in gathering data for the study. It contained the research design, the sampling method, and the sample size, source of data, data collection procedure and data analysis techniques using descriptive and interpretive research method could be deployed in this study; this was because the study describes selectively, organizational communication labour management conflict as a unit of analysis, with respect to organizational communication effect of the factory. The responses to the interviews and open ended questions analyze separately, but comparisons were made so as to cross check the data gathered through the closed ended questions in the questionnaires.

#### **3.2 Research Design**

This study was focused on the investigation of organizational communication in labour management conflict prevention and resolution in Yirgalem Addis textile factory. The researcher could use descriptive survey design. This is due to the reason that descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group. On the other hand mixed research approach would be used to conduct this study. The reason for selecting quantitative approach is to gather information from wide sources. The qualitative approach was selected for the case of gathering real data from direct communication of the samples.

#### **3.3 Target Population**

This study would target all the 508 employers and employees of Yirgalem Addis textile Factory which has 11 different departments for the purpose of gathering data.

#### **3.4 Sampling**

##### **3.4.1 Sampling Technique**

The total populations of this research were employees of Yirgalem Addis textile Factory in Addis Ababa Ethiopia. . The sample population would calculate from total population of

employees of Yirgalem Addis textile Factory. Simple random sampling was employed to ensure that all employees stand equal chance of being selected to avoid sample bias and ensure that the results are reliable enough to be generalized.

### 3.4.2 Sampling Size

Out of the sample frame of 508 employees and employers in Yirgalem Addis textile Factory, a sample of 224 was chosen on the bases of Slovin's Formula.

$n = N \div (1 + Ne^2)$  where n = Number of samples, N = Total population and e = Error tolerance (e= 0.05)

$$n = 508 \div (1 + 508 \times 0.0025) = 224$$

**Table 3.4.2.1 Target Population Distribution**

Strata	Number	Percentage %	Sample size
General Manager	1	0.1	1
Deputy General Manager	2	0.3	1
Department heads	11	2	4
Team leaders	11	2	4
Experts	67	8	29
Operators	416	82	185
Total	508	100	224

Source: Field survey, 2020

### 3.5 Sources and tools of data collection

The study would use both primary and secondary sources of data. The primary data could be collected through close-ended and open ended questionnaire and interview. The questionnaires was prepared in Amharic and English .The secondary data might be collected from Journal articles, Government and non-government publications, Research publication, and organization report and published articles. The questionnaires were administering only the employees in Yirgalem Addis textile Factory. The selection of the samples was department heads, team leaders, experts and operators of the Yirgalem Addis textile Factory.

### **3.5.1 Data gathering tools**

As shown above, the researcher selects mixed approach of research. The available instrument to gather data in such approach can be both questionnaire and interview. Therefore, the researcher would select questionnaire and interview to collect data from the sample and these instruments are preferable in gaining wide and reliable information for this collection. The questionnaires would be both open ended and closed ended question. In addition check list studies. The questions could be prepared and contributed for actual implementation of data for interview would be prepared for actual data collection. The number of questionnaire and checklists could be determined on the basis of the research question and objectives

#### **3.5.1.1 Questionnaire**

Questionnaire is an instrument in which we use statements or questions to collect information by serving it for the selected samples. The researcher preferred this instrument to gather numerous information from many people within a short period of time. Wide sources of data help the researcher to analyze more about the problem. This would make the study to be fruitful and be a benchmark for such like studies to be conducted for future. The researcher might use both open-ended and close-ended questions for the study. The questionnaire would be prepared by the researcher under close guidance of the research advisor. The items could be prepared and distributed for pilot test and irrelevant items would be deleted and modified as necessary.

#### **3.5.1.2 Interview**

Interview is an instrument in which he collects qualitative information by communicating directly with the sample subject. The researcher will directly interact with the sample in face to face situation and asked question in flexible way to get more information about what he would be clarified there. Therefore, this instrument is preferable by the researcher to match the data with what would be gained from questionnaire for more analysis. Structured and semi-structured interview will be used for this study.

### **3.6 Data Analysis Technique**

Quantitative data was analyzed by organizing in table. Then, the result could be organized by using tables and describe statistically by using frequency, percentage. The information from interview was organized qualitatively using narrative technique by listing each respondent's

idea to analyze and match with data from questionnaire. Frequency and percentage would preferable techniques to analyze quantitative data for this study. In this study mixed method of data analysis would be utilized. The information from interview could be organized qualitatively using narrative technique by listing each respondent's idea to analyze and match with data from questionnaire. On the other hand, quantitative data analysis would apply by using descriptive statistics through percentage, tables, frequency and pie chart.

### **3.7 Procedures of data collection**

#### **3.7.1 Pre-testing/Pilot-test**

Piloting entails conducting a minor study prior the main study. It helped ensure that the questions set are clear, provoke answers and do not bear researcher bias (Orodho 2009). In basic terms, piloting helps to establish if indeed the instruments of a study would work as expected thus helping test the validity and reliability of the instruments. Instruments for this study were piloted in supervisors with sample of 6 respondents from Yirgalem Addis textile two females and four males were conducted because this supervisors were not included in the sample..

#### **3.7.2 Validity and Reliability**

Patton (2002), states that validity and reliability are two factors which any researcher should be concerned about while designing a study, analyzing results and judging the quality of the study.

##### **3.7.2.1 Validity**

Healy & Perry (2000), explain that validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. It estimates how accurately the data obtained in the study represents a given variable or construct in the study (Mugenda, 2008). The questionnaire would be given to other employees and employers in research to seek their opinion about the adequacy and representativeness of the instrument to ensure it covers all the variables being measured as a way of eliminating content validity.

A pilot study was conducted on the data collection instrument to pre-test the instrument before the main survey. Saunders *et al*, (2009), agree that in any research, it is expedient as a matter of validity and reliability to check that the instrument is pre-tested before the final administration. The pilot study would enable the researcher to assess the clarity of the

questionnaire so that those items found to be redundant and misunderstood could be either discarded or modified to improve the quality of the research instrument, thus increasing its validity.

### **3.7.2.2 Reliability**

Healy & Perry (2000), assert that reliability is the extent to which results are consistent over time and an accurate representation of the total population under study. Cronbach's Alpha would be used as a measure of reliability and internal consistency. Cronbach's Alpha is a reliability coefficient that indicates how well items in a set are positively correlated to one another. It measures the inter correlations among test items, with a measure of 1 being higher in terms of internal consistency and reliability and 0.7 to 0.9 being acceptable (Revelle & McDonald, 2006).

The form of questionnaire that would be used in the study is a closed, opened, focus group discussion and interview. The questionnaire will distribute for employees who are randomly selected from departments, Teams, Experts and lower level employees. The questionnaires will distribute to the respondents physically.

In closed form of questionnaire, the respondents choose one of the given alternatives as possible answers. The Likert scale showed five scales ranging from 1 which represents "very disagree" to 5 which represent "very agree" 2 refers to "disagree", 3 "neutral" and 4 represents "agree". Thus, the respondents answered the questions and collected questionnaires which were filled from each respondent according to the time line provides for data collection.

## **3.8 Ethical considerations**

In this research study, issues relating to the ethical conduct of research will be informed. For example consent, confidentiality, privacy and anonymity would be sustained. According to Sauder *set al.* (2009), ethics is the model or standards of behavior that lead moral choices about our behavior and our relationships with others. Participants and respondents give full information on the purpose and objectives of the study in order for them to make informed decisions as to whether to participate or not. Moreover, all information concerning the identity and personality of respondents will be treated with highest confidentiality. Moreover, all information could be gathered and used for the only purpose of this research study.

### **3.9 Organization of the Thesis**

This research is organized in to five chapters. The first chapter contains the introduction, statement of problems, research question, objectives of study, significant of study, scope of the study, limitation of the study, description of the study area, and definition term, .The second chapter would contain review of related literatures and the conceptual framework of the study. The third chapter also contains research methodology, research design, source and type of data, sample size, sample technique, method of data collection, data processing analyze. Chapter four would contain data presentation analysis and interpretation. Finally, conclusion and recommendation of the research would be presented in chapter five.

## CHAPTER FOUR

### 4. DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

#### 4.1. Introduction

This chapter presents a discussion of the results and the process by which the outcome were obtained. First, the background information of respondents presented and discussed. It could also deal with the presentation and analysis of data collected and discussed it in relation to the role of organizational communication in labour management conflict prevention and resolution. From the total questionnaires 224 distributed, 145 were able to be collected giving (64.8%) response rate. 79(35.2%) were not able to be collected due to covid-19 and some of them had no willing to do the questionnaire.

#### 4.2. Background information of respondents

The first part of the questionnaire contained demographic information of the participants. Moreover, the questionnaire included limited amount of information related to personal and professional characteristics of the respondents. These were gender, age, and work experience in the company, educational qualification and position of employees’.

**Table 4.2.1 Gender of Respondents**

Gender	Frequency	Percent
Male	50	34.5
Female	95	65.5
<b>Total</b>	<b>145</b>	<b>100</b>

Source: Field survey, 2020

About 65.5% (n=95) of the respondents were female and the remaining 34.5% (n=50) of the respondents were male. This showed that most of the respondents were female.

**Table 4.2.2 Age of Respondents**

Age of respondents	Frequency	Percent
Under 20	-	-
20-30	108	74
31-40	25	17.
41-50	9	6.
51 and above	3	2
<b>Total</b>	<b>145</b>	<b>100</b>

Source: Field survey, 2020

The respondents were also classified in to five age categories ranging from under 20 to over50 years of age. Table 4.2.2shows that 74% of respondents were aged between 20-30 years,17% were aged between31-40 years, while 6% and 2% of the respondents found under the age range of 41-50 years and 51 and above, respectively. On the other hand there were none under 20 years. From the above it is possible to understand that the majority of respondents were young age group (20-30)

**Table 4.2.3 Education Level of Respondents**

Level of education	Frequency	Percent
High school	66	46
Technical school	35	24
College Diploma	14	10
BA/BSC Degree	18	12
Master Degree	12	8
PHD	--	-
<b>Total</b>	<b>145</b>	<b>100</b>

Source: Field survey, 2020

The table 4.2.3 shows that Findings on the classification of respondents by education levels. From the table 46% of the respondents have High school level, 24% of the respondents were Technical school, 10% of the respondents have diploma, Bachelor's degree holders were a total of 12%, while the Master's degree holders were 8%, There were no respondents who had attained a Doctorate degree level. Generally majority of the respondents were therefore found to be High school.

**Table 4.2.4 Position of Respondents**

	<b>Frequency</b>	<b>Percent</b>
Manager	1	1
Department head	4	3
Team leader	4	3
Experts	22	15
Operator	114	78
<b>Total</b>	<b>145</b>	<b>100</b>

Source: Field survey, 2020

The above table 4.2.4 Represents the results that were obtained when the respondents were classified according to the positions they held at the company. From the study, it was found that manager constituted 1% of the respondents, Department head 3%, while the majority of the respondents were the operators made up 78% of the total, the experts constituted 15%.

### 4.3. Level of organizational communication in labour management conflict prevention and resolution of manager, department heads and employees.

**Table 4.3.1 Your company communication designs different mechanisms to prevent labour management conflict.**

<b>Agreement level</b>	<b>Distribution</b>		
<b>Description</b>	<b>Frequency</b>	<b>Percent</b>	<b>Aggregate</b>
Strongly Agree	4	3	14
Agree	37	25	
Neutral	56	39	
Disagree	48	33	16.5
Strongly disagree	-	-	
<b>Total</b>	<b>145</b>	<b>100</b>	

Source: The result of this survey study, 2020

As shown in the above table most of the respondents that is 39% are indifferent in their company communication designs different mechanisms to prevent labour management conflict, 33% are disagree that means they don't think that their company communication designs different mechanisms to prevent labour management conflict. while 25% of respondents agree with this. And 3% of the respondents are strongly agreed.

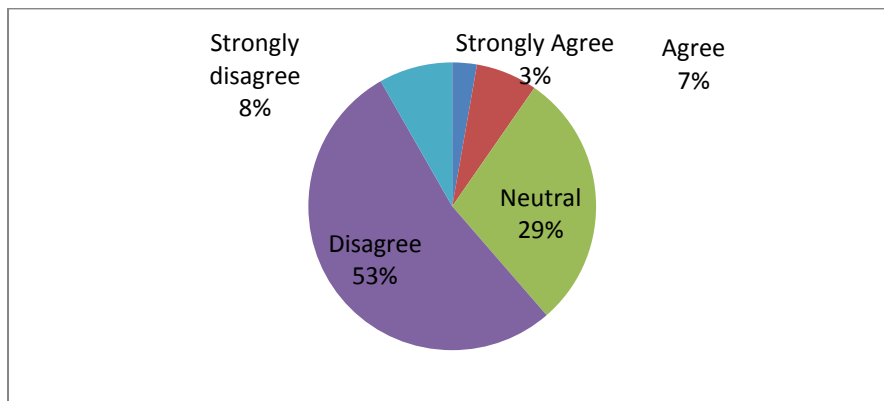
**Table 4.3.2 Your Company tries to investigate an issue with others to find a resolution for conflict between employees and employers or labour management conflict.**

Agreement level	Distribution		
Description	Frequency	Percent	Aggregate result
Strongly Agree	-	-	18.5
Agree	53	37	
Neutral	45	31	16
Disagree	35	24	
Strongly disagree	12	8	
<b>Total</b>	<b>145</b>	<b>100</b>	

Source: The result of this survey study, 2020

As shown in the above table 37% of the respondents are agreed with their company tries to investigate an issue with others to find a resolution for conflict between employees and employers or labour management conflict and 31% are neutral. 24% are disagree and 8% replied strongly disagree.

**Figure 4.3.3 Management tries to bring all concerns in the open way so that the issue can be resolved in the best possible way.**



Source: The result of this survey study, 2020

In regards with Management tries to bring all concerns in the open way so that the issue can be resolved in the best possible way 53% of the samples are disagree and 29% answered neutral, 8% are strongly disagree, and 7% are agree. In addition, the rest 3% of the sample is strongly agree.

**Table 4.3.4 Your company communication designed information center to get enough information easily.**

<b>Agreement level</b>	<b>Distribution</b>		
<b>Description</b>	<b>Frequency</b>	<b>Percent</b>	<b>Aggregate result</b>
Strongly Agree	-	-	26
Agree	75	52	
Neutral	36	25	11.5
Disagree	28	19	
Strongly disagree	6	4	
<b>Total</b>	<b>145</b>	<b>100</b>	

Source: The result of this survey study, 2020

52% of the respondents answered that they are agreed with their company communication designed information center to get enough information easily and 19% are disagreed with their company communication designed information center to get enough information easily. 4% are strongly disagree, While 25% feel indifferent.

**Table 4.3.5 Your company use proper communication tools to prevent labour management conflict.**

<b>Agreement level</b>	<b>Distribution</b>		
<b>Description</b>	<b>Frequency</b>	<b>Percent</b>	<b>Aggregate result</b>
Strongly Agree	-	-	16.5
Agree	48	33	
Neutral	78	54	6.5
Disagree	16	11	
Strongly disagree	3	2	
<b>Total</b>	<b>145</b>	<b>100</b>	

Source: The result of this survey study, 2020

As shown in the above table most of the respondents 54% are indifferent with their company use proper communication tools to prevent labour management conflict.33% are agreed 11% are disagreed and 2% are strongly disagreed.

**Table 4.3.6 Organizational communication plays a great role to prevent and resolve negative information and conflict by two way communications in the organization (Information from the management to employees and from employees to management).**

Agreement level	Distribution		
Description	Frequency	Percent	Aggregate result
Strongly Agree	15	10	36
Agree	90	62	
Neutral	40	28	
Disagree	-	-	-
Strongly disagree	-	-	
<b>Total</b>	<b>145</b>	<b>100</b>	

Source: The result of this survey study, 2020

From the total sample 62% feel agreed with Organizational communication plays a great role to prevent and resolve negative information and conflict by two way communications. While 28% feel indifferent and 10% of the sample are strongly agree.

**Table 4.3.7 Communication department identifies miss communicated employees and employer to give true information.**

Agreement level	Distribution		
Description	Frequency	Percent	Aggregate result
Strongly Agree	-	-	10.5
Agree	30	21	
Neutral	90	62	
Disagree	18	12	8.5
Strongly disagree	7	5	
<b>Total</b>	<b>145</b>	<b>100</b>	

Source: The result of this survey study, 2020

21% of the samples feel agreed about the Communication department identifies miss communicated employees and employer to give true information ,.62% fell indifferent and 12% feels disagreed .And 5% fell very disagreed and non are strongly agreed. This results shows that majority of the respondents are neutral with the Communication department identifies miss communicated employees and employer to give true information .

**Table 4.3.8 Communication plays a significant role to avoid miscommunications and conflict from your factory.**

Agreement level	Distribution		
Description	Frequency	Percent	Aggregate result
Strongly Agree	36	25	44.5
Agree	93	64	
Neutral	16	11	5.5
Disagree	-	-	
Strongly disagree	-	-	
<b>Total</b>	<b>145</b>	<b>100</b>	

Source: The result of this survey study, 2020

As shown in the above table most of the respondents 64% are agreed with Communication plays a significant role to avoid miscommunications and conflict from their factory 11% are neutral and none of them are disagree and Strongly disagree with Communication plays a significant role to avoid miscommunications and conflict from their factory.

**Table 4.3.9 Your Company uses feed backs provided by communication department and company employees for decision making.**

Agreement level	Distribution		
Description	Frequency	Percent	Aggregate result
Strongly Agree	4	3	27.5
Agree	76	52	
Neutral	29	20	12.5
Disagree	27	19	
Strongly disagree	9	6	
<b>Total</b>	<b>145</b>	<b>100</b>	

Source: The result of this survey study, 2020

From the total sample 52% feel agreed with their company uses feed backs, opinions and critics' and information provided by communication department and company employees for decision making. 20% feel indifferent and 19% fells disagree and 6%strongly disagree while 3% feel Strongly agreed with their company uses feed backs, opinions and critics' and information provided by communication department and company employees for decision making.

**Table 4.3.10 Communication works employees for a proper understanding of a problem which was created by company.**

<b>Agreement level</b>	<b>Distribution</b>		
<b>Description</b>	<b>Frequency</b>	<b>Percent</b>	<b>Aggregate result</b>
Strongly Agree	36	25	31
Agree	83	57	
Neutral	26	18	
Disagree	-	-	-
Strongly disagree	-	-	
<b>Total</b>	<b>145</b>	<b>100</b>	

Source: The result of this survey study, 2020

57% of the samples feel agreed about the Communication works employees for a proper understanding of a problem. 18% fell indifferent and none of them are strongly disagreed and disagreed. While 25% fell strongly agreed about the Communication works employees for a proper understanding of a problem. This results shows that majority of the respondents are agreed about the Communication works employees for a proper understanding of a problem..

**Table 4.3.11 the way you work in the team used for communication in the factory**

<b>Agreement level</b>	<b>Distribution</b>		
<b>Description</b>	<b>Frequency</b>	<b>Percent</b>	<b>Aggregate result</b>
<b>Strongly Agree</b>	<b>30</b>	<b>21</b>	<b>41</b>
<b>Agree</b>	<b>88</b>	<b>61</b>	
<b>Neutral</b>	<b>22</b>	<b>15</b>	
<b>Disagree</b>	<b>5</b>	<b>3</b>	<b>1.5</b>
<b>Strongly disagree</b>	<b>-</b>	<b>-</b>	
<b>Total</b>	<b>145</b>	<b>100</b>	

Source: The result of this survey study, 2020

As shown in the above table most of the respondents 61% are agreed with the way they work in the team used for communication 15% is neutral and 3% of them are disagreed. None of them are strongly disagreed and 21% strongly agreed with the way they work in the team used for communication

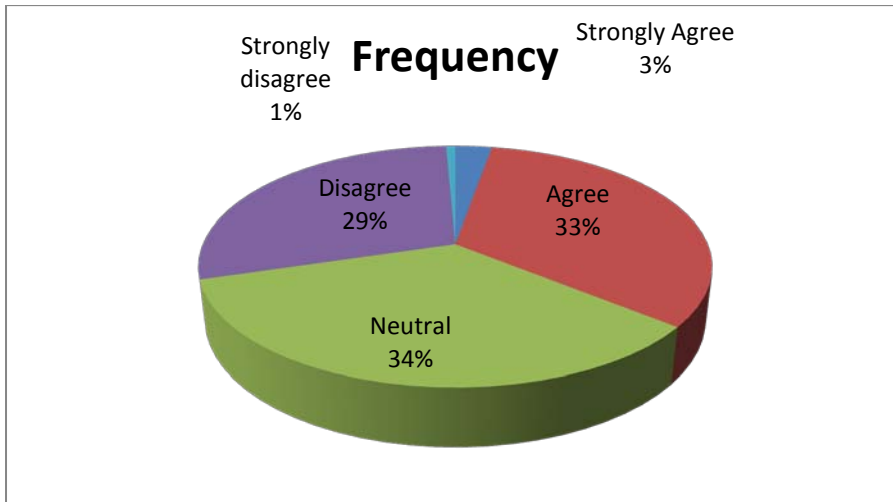
**Table 4.3.12 After you have made a decision you can defend it strongly.**

<b>Agreement level</b>	<b>Distribution</b>		
<b>Description</b>	<b>Frequency</b>	<b>Percent</b>	<b>Aggregate result</b>
Strongly Agree	14	10	26
Agree	61	42	
Neutral	45	31	
Disagree	15	10	8.5
Strongly disagree	10	7	
<b>Total</b>	<b>145</b>	<b>100</b>	

Source: The result of this survey study, 2020

42% of the samples feel agreed. After they have made a decision they can defend it 31% fell indifferent and 7% strongly disagreed 15% disagreed. While 10% fell strongly agreed about after they have made a decision they can defend it. This result shows that majority of the respondents are agreed about after they have made a decision they can defend it.

**Figure 4.3.13 Your company communication access full information for your active participation in different activities**



Source: The result of this survey study, 2020

As shown in the above table 33% of respondents are agreed with their company communication access full information for their active participation in different activities. 34% are neutral and 29% of them are disagreed. 3% strongly agreed and 1% strongly disagreed with their company communication access full information for their active participation in different activities. This result shows that majority of the respondents are in different with their company communication access full information for their active participation in different activities.

**Table 4.3.14 When a labour management conflict arise you usually willing to adjust your priorities to reach a resolution.**

Agreement level	Distribution			
	Description	Frequency	Percent	Aggregate result
Strongly Agree		9	6	25.5
Agree		65	45	
Neutral		49	34	
Disagree		22	15	7.5
Strongly disagree		-	-	
<b>Total</b>		<b>145</b>	<b>100</b>	

Source: The result of this survey study, 2020

From the total sample 45% were agreed with when a labour management conflict arise they usually willing to adjust their priorities to reach a resolution. 6% were strongly agreed 34% of the sample were neutral and 15% were disagreed. While none of them were strongly disagreed with when a labour management conflict arise they usually willing to adjust their priorities to reach a resolution. This result shows that majority of the respondents were agreed with when a labour management conflict arises they usually willing to adjust their priorities to reach a resolution

**Table 4.3.15 Leaders in your company acts as communicator to prevent labour management conflict.**

<b>Agreement level</b>	<b>Distribution</b>		
<b>Description</b>	<b>Frequency</b>	<b>Percent</b>	<b>Aggregate result</b>
Strongly Agree	4	3	14
Agree	37	26	
Neutral	35	24	23.5
Disagree	60	41	
Strongly disagree	9	6	
<b>Total</b>	<b>145</b>	<b>100</b>	

Source: The result of this survey study, 2020

26% of the samples feel agreed about Leaders in their company acts as communicator to prevent labour management conflict.24% fell indifferent and 6% strongly disagreed and 3% fell strongly agreed while 41% feel disagreed about Leaders in their company acts as communicator to prevent labour management conflict.

**Table 4.3.16 Your Company takes different measures to avoid different miscommunications that create negative ideas in your company employees.**

<b>Agreement level</b>	<b>Distribution</b>		
<b>Description</b>	<b>Frequency</b>	<b>Percent</b>	<b>Aggregate result</b>
Strongly Agree	10	7	22.5
Agree	55	38	
Neutral	41	28	13.5
Disagree	35	24	
Strongly disagree	4	3	
<b>Total</b>	<b>145</b>	<b>100</b>	

Source: The result of this survey study, 2020

From the total sample 38% were agreed with their company takes different measures to avoid different miscommunications that create negative ideas in their company employees .7% were strongly agreed 28% of the sample were neutral and 24% were disagreed. 3% of them were strongly disagreed with their company takes different measures to avoid different miscommunications that create negative ideas in their company employees This result shows that majority of the respondents were agreed their company takes different measures to avoid different miscommunications that create negative ideas in their company employees.

**Table 4.3.17 you have freedom to make important decisions regarding to your work.**

<b>Agreement level</b>	<b>Distribution</b>		
<b>Description</b>	<b>Frequency</b>	<b>Percent</b>	<b>Aggregate result</b>
Strongly Agree	10	7	26
Agree	65	45	
Neutral	30	21	13.5
Disagree	35	24	
Strongly disagree	5	3	
<b>Total</b>	<b>145</b>	<b>100</b>	

Source: The result of this survey study, 2020

As shown in the above table 45% of respondents are agreed with they have freedom to make important decisions regarding to their work 21% are neutral and 24% of them are disagreed. 7% strongly agreed and 3% strongly disagreed they have freedom to make important decisions regarding to their work. This result shows that majority of the respondents are agreed with they have freedom to make important decisions regarding to their work.

**Table 4.3.18 You have enough input for your organizational decision.**

<b>Agreement level</b>	<b>Distribution</b>		
<b>Description</b>	<b>Frequency</b>	<b>Percent</b>	<b>Aggregate result</b>
Strongly Agree	4	3	18
Agree	49	34	
Neutral	25	17	23
Disagree	62	43	
Strongly disagree	5	3	
<b>Total</b>	<b>145</b>	<b>100</b>	

Source: The result of this survey study, 2020

From the total sample 43% were agreed with they have enough input for their organizational decision.3% was strongly agreed 17% of the sample were neutral and 34% were disagreed. While 3% of them were strongly disagreed with they have enough input for their organizational decision. This result had shown that majority of the respondents were agreed with they have enough input for their organizational decision

**Table 4.3.19 Your company communicates its employees effectively and timely manner.**

<b>Agreement level</b>	<b>Distribution</b>		
<b>Description</b>	<b>Frequency</b>	<b>Percent</b>	<b>Aggregate result</b>
Strongly Agree	5	3	16
Agree	42	29	
Neutral	40	28	20
Disagree	48	33	
Strongly disagree	10	7	
<b>Total</b>	<b>145</b>	<b>100</b>	

Source: The result of this survey study, 2020

As shown in the above table 29% of respondents are agreed with their company communicates its employees effectively and timely manner.28% is neutral and 33% of them are disagreed. while7% and 3% are strongly agreed and strongly disagreed respectively with their company communicates its employees effectively and timely manner. This result shows that majority of the respondents are agreed with their company communicates its employees effectively and timely manner.

**Table 4.3.20 your company shares information with others who should know it.**

<b>Agreement level</b>	<b>Distribution</b>		
<b>Description</b>	<b>Frequency</b>	<b>Percent</b>	<b>Aggregate result</b>
Strongly Agree	<b>13</b>	<b>9</b>	<b>18.5</b>
Agree	<b>40</b>	<b>28</b>	
Neutral	<b>47</b>	<b>32</b>	<b>15.5</b>
Disagree	<b>45</b>	<b>31</b>	
Strongly disagree	-	-	
<b>Total</b>	<b>145</b>	<b>100</b>	

Source: The result of this survey study, 2020

From the total sample 28% were agreed with their company shares information with others who should know it.9% were strongly agreed 32% of the sample were neutral and 31% were disagreed.. This result shows that majority of the respondents were neutral with their company shares information with others who should know it.

#### 4.4. Review of Ideas from Open Ended Questionnaires

The respondents were asked whether they face any conflict in their organization in this year.

**Table 4.4.1 In your opinion did you face any conflict in your organization in this year?**

Choice item	Frequency	Percentage
Yes	94	65
No	36	25
Not Responded	15	10
<b>Total</b>	<b>145</b>	<b>100</b>

Source: Field survey, 2020

From the above employees were asked their opinion whether their organization face any conflict in their organization in this year. Hence, (65%) of respondents agreed positively to the question by replying yes, but 25% of respondents said there is no conflict in their organization in this year. 10% respondents are confused and cannot response the question. .

**Table 4.4.2 In your opinion do you know the source of labour management conflict in your company?**

Choice item	Frequency	Percentage
Yes	120	83
No	25	17
Not Responded	.	-
<b>Total</b>	<b>145</b>	<b>100</b>

Source: Field survey, 2020

The employees were asked their opinion whether they know the source of conflict in their company. Therefore, more than half (83%) of respondents know source of labour management conflict in their company. However, the rest 17% replied that they do not know source of labour management conflict by replying no.

**Table 4.4.3 In your opinion do you think that the labour conflict between employees and employers of factory were manageable?**

Choice item	Frequency	Percentage
Yes	45	31
No	82	57
Not Responded	18	12
<b>Total</b>	<b>145</b>	<b>100</b>

Source: Field survey, 2020

.As shown in the above table, employees were asked their opinion whether they think that the labour conflict between employees and employers of factory were manageable. Hence, majority (57%) of respondents said the labour conflict between employees and employers of factory were not manageable, but 31% of respondents agreed positively to the question by replying yes, and( 12%) respondents are confused and cannot response the question. In addition to this majority of respondents are reasons out that, why the labour conflict between employees and employers of factory were not manageable.

Because there is no discussion with the issue of conflict between employees and employers, Departments heads and team leaders did not discuss on the activities, They give command to the operators to perform the activities forcedly, They manage the conflict business as usual, There is lack of capacity to manage the conflict and attitudinal problem.

**Table 4.4.4 In your opinion does your company has techniques and mechanisms to prevent labour management conflict?**

Choice item	Frequency	Percentage
Yes	110	76
No	26	18
Not Responded	.9	6
<b>Total</b>	<b>145</b>	<b>100</b>

Source: Field survey, 2020

The employees were asked their opinion whether their company has techniques and mechanisms to prevent labour management conflict. Therefore, more than half (76%) of respondents know their company has techniques and mechanisms to prevent labour management conflict. While, (18%) replied that they do not know their company has techniques and mechanisms to prevent labour management conflict. However, the rest 6% confused and cannot response the question.

**Table 4.4.5 In your opinion is there any discussion in your factory concerning labour management conflict?**

Choice item	Frequency	Percentage
Yes	36	25
No	97	67
Not Responded	12	8
<b>Total</b>	<b>145</b>	<b>100</b>

Source: Field survey, 2020

As shown in the above table, employees were asked their opinion whether there is any discussion in their factory concerning labour management conflict. Hence, majority (67%) of respondents said there is no any discussion in their factory concerning labour management conflict ,but 25% of respondents agreed positively to the question by replying yes, and( 8%) respondents are confused and cannot response the question. In addition to this majority of respondents are reasons out that, why there is no any discussion in their factory concerning labour management conflict.

They did not need to clear all information for employees; Company labor management did not create discussion with employees, Company did not inform management decisions properly.

**Table 4.4.6 In your opinion do you think the labour management conflict has its own advantage?**

Choice item	Frequency	Percentage
Yes	135	93
No	10	7
Not Responded	-	-
<b>Total</b>	<b>145</b>	<b>100</b>

Source: Field survey, 2020

The employees were asked their opinion whether they think the labour management conflict has its own advantage. Therefore, more than half (93%) of respondents think the labour management conflict has its own advantage .While, (7%) replied that they do not think the labour management conflict has its own advantage.

**Table 4.4.7 In your opinion is there communication department that supports the company communication activities of the factory?**

Choice item	Frequency	Percentage
Yes	.	-
No	120	83
Not Responded	25	17
<b>Total</b>	<b>145</b>	<b>100</b>

Source: Field survey, 2020

As shown in the above table, employees were asked whether there is communication department that supports the company communication activities of the factory. Hence, majority (83%) of respondents said there is no communication department that supports the company communication activities of the factory, but 17% of respondents are confused and cannot response the question.

**Table 4.4.8 in your opinion do you think that communication plays a key role in resolving conflict that occurs among employees in an organization?**

Choice item	Frequency	Percentage
Yes	115	79
No	5	4
Not Responded	25	17
<b>Total</b>	<b>145</b>	<b>100</b>

Source: Field survey, 2020

The employees were asked their opinion whether they think that communication plays a key role in resolving conflict that occurs among employees in an organization Therefore, more than half (79%) of respondents think that communication plays a key role in resolving conflict that occurs among employees in the company. .While, (4%) replied that they do not think communication plays a key role in resolving conflict that occurs among employees in the company 17% of respondents are confused and cannot response the question.

**Table 4.4.9 In your opinion do you think that you feel confident that management considers your ideas and lower concerns?**

Choice item	Frequency	Percentage
Yes	32	22
No	113	78
Not Responded	-	-
<b>Total</b>	<b>145</b>	<b>100</b>

Source: Field survey, 2020

The employees were asked their opinion whether they feel confident that management considers their ideas and lower concerns. Therefore, more than half (78%) of respondents do not feel confident that management considers their ideas and lower concerns. While, (22%) replied that they feel confident that management considers their ideas and lower concerns. In addition to this majority of respondents are reasons out that why they did not think that they feel confident that management considers their ideas and lower concerns.

- There is no two way of communication that means employees opinions and ideas did not get acceptance.
- Information flows from top to bottom only.

**Table 4.4.10 In your opinion do you think that you have a contact in your day-to-day activities with your company management?**

Choice item	Frequency	Percentage
Yes	50	35
No	90	62
Not Responded	5	3
<b>Total</b>	<b>145</b>	<b>100</b>

Source: Field survey, 2020

The employees were asked their opinion whether they have a contact in their day-to-day activities in their company management. Therefore, more than half (62%) of respondents do not have a contact in their day-to-day activities with their company management. While, (34%) replied that they have a contact in their day-to-day activities in their company management. But 3% of respondents are confused and cannot response the question. In addition to this majority of respondents are reasons out that why they do not think that they have a contact in their day-to-day activities with their company management.

There is no free two way of communication and labor union did not work properly.

**Table 4.4.11 In your opinion do you think that the information that you receive from your department is consistent?**

Choice item	Frequency	Percentage
Yes	30	21
No	115	79
Not Responded	-	-
<b>Total</b>	<b>145</b>	<b>100</b>

Source: Field survey, 2020

The employees were asked their opinion whether they think that the information that they receive from their department is consistent. Therefore, more than half (79%) of respondents do not think that the information that they receive from their department is consistent. While, (21%) replied that they think that the information that they receive from their department is consistent.

In addition to this majority of respondents are reason out that why they do not think that the information that they receive from their department is consistent?

The way of communication in the company is informal; the way of communication is not professionally consistent.

#### **4.5.Review of ideas from Interview questions for factory manager.**

The study sought to establish what the respondents felt the role of organizational communication in labour management Conflict prevention and resolution in Yirgalem Addis textile factory. Towards this end, the interviewees felt.

1. What are the main sources of labour management conflict in your company?

The interviewee felt that the main sources of labour management conflict in their company are

*Work ethics, work discipline, disciplinary means, less involvement in decision making, lack of information, lack of awareness in the issue, lack of incentives, low salary, managing skill gap, work load and sexual harassment.*

2. What are the mechanisms to prevent labor management conflict?

*The interviewee felt that the mechanisms to prevent labor management conflict are Discussion, employees feedback, labour union participate employees in decision making, give current information for employees, design incentive mechanisms, improve employees salary, make consensus with factory issues.*

3. What are the challenges of the organization to minimize labor management conflict resolution?

*The interviewee felt that the challenges of the organization to minimize labor management conflict resolution are lack of preparation towards resolve conflict, lack of employees engagement, lack of awareness towards resolve conflict and lack of training towards the advantage of conflict management resolution.*

4. In your opinion what are ways you use as a manager to communicate labor management conflict?

*The interviewee felt that the ways he use as a manager to communicate labor management conflict are*

- *Negotiation with employees, with BSCI values*
- *Mediation via labor and social affairs office.*

5. What is your role in conflict resolution between your employees and management members of your office?

*The interviewer felt that his role in conflict resolution between his employees and management members of his office is*

*Active engagement in conflict resolution, management techniques use to alleviate in the company.*

6. From which of the sources do you usually receive most of your information?

*The interviewee felt that the sources he usually receive most of his information is*

*From employees, heads, supervisors, team leaders, information desks, we do have suggestion box, clients.*

7. What are the effects of conflict in your company?

*The interviewee felt that the effects of conflict has positive and negative aspects*

*Positive aspects:-Conflict resolution techniques enables for the company for decision making procedures it enables for productivity, it creates positive advantage for motivation of employees.*

*Negative aspects: - Decrease productivity and profitability, Increase employee's turnover, decrease company's competitiveness and efficiency; decrease the relationship between employees and employers.*

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5. Introduction

In this chapter a summary of the study, conclusions, recommendations and suggestions for further study are presented.

#### 5.1. Summary of the Study

The general objective of this study was to investigate the role of organizational communication in labor management conflict prevention and resolution in Yirgalem Addis textile industry.

The study was guided by four objectives as follows: To investigate the sources of labor management conflict between industry employees and employers and its effect on Yirgalem Addis textile factory, To explore how organizational communication in labor management conflict prevention and resolution is used between industry employees and employers in Factory, To determine the effect of using organizational communication to address objectives, policies, strategies, regulations, methodologies and mechanisms to support the industries to achieve their own objectives and labor management conflict, and prevention and to evaluate the methods that are used to address or resolve labor management conflict among industry employees and employers in Yirgalem Addis textile Factory.

To achieve the objectives, the study adopted the descriptive survey design. This enabled the researcher to obtain data from the respondents confidentially. Because the researcher could not reach the entire population of 508 employees, the sample of 145 respondents were used for generalization of the findings of the study to the entire population. *The quantitative aggregate result of findings show agree and strongly agree 14%, 18.5%, 5%, 26%, 16.5%, 36%, 10.5%, 44%. 5%, 27%. 5%, 31%, 41%, 26%, 18%, 16%, 18.5%, and the aggregate result of dis agree and strongly agree 16.5%, 16%, 61%, 11.5%, 6.5%, 10.5%, 8.5%, 12.5%, 1.5%, 8.5%, 15%, 7.5%, 23%, 13.5%, 13.5%, 23%, 20%, and 15.5%. From these aggregate result the mean value 22.75% shows strongly agree and agree, 14.2% strongly disagree and disagree and 29.05% result shows indifferent this investigation shows strong work to create awareness of organizational communication.*

## 5.2. Conclusions

From the study, the following conclusions were reached: Conflict between employees and employers are normal as in any other community in the society and communication plays a major role in triggering conflict, escalating and deescalating it. But in an attempt to address conflict there are challenges that track the process of communication like personal attitude and channel used to communicate.

- ❖ It is important to treat employees one is in conflict with, with respect if a conflict is to be amicably resolved as employees like to be treated with respect.
- ❖ There is also need to increase the frequency of interaction between employees and employers to build employees morale. The interactions should allow parties to openly express themselves.
- ❖ It was also clear that it is not always that employee speaks their minds out and the silence does have meaning. When dealing with others especially in situations of conflict, it is important to be objective and to listen to the parties involved with an open mind. There is also need to send clear messages to reduce misunderstandings.
- ❖ Conflict can only be reduced when proper organizational communication is put in place by the organization's management across to its departments. Without organizational communication, human interaction would be practically impossible and organizational goal would result in a paralyzing. The essence of organizational communication is the ability of the organization to ensure that proper information reaches the right people at the right time. Organizational Communication is essential for the internal functioning of an organization because it integrates the managerial functions. The communicator must add skill and proficiency into what he communicates in the company.

### 5.3. Recommendations

Based on the findings obtained and the conclusion drawn, in addressing the problems identified the researchers forwarded the following recommendations as a possible solution to be considered by respected body.

- ❖ Nearly all employees believed that conflict can be minimized through discussion and for this, communication plays role. Therefore, the management is advised to use the positive attitude of employees to communicate effectively on conflict resolution process that is important for positive change of company.
- ❖ Communication within company was not sufficient. So the management is advised to encourage these not sufficient communications in to more effective, which to increase company's productivity, performance and competitiveness.
- ❖ From the respondents response the researcher observed that there is a giant problem especially up on the concern of management. That means the company is not following the democratic type of management style so, the company has to evaluate itself and amend its management system and add communication structure.
- ❖ The response of management for employees' grievances is not appropriate to solve conflict. As a result, management is advised to give enough attention for employees' criticism and accept employees' comments and criticism towards organizational activities by implementing effective communication since employees feel less satisfied and lose a sense of belongingness to their organization.
- ❖ Communication is essential to the employees of a given organization. Especially for managers to coordinate the human and resources of an organization, they require ability to communicate effectively. To coordinate these human resources they should avoid conflict that occurs between employees or between them and employees. To avoid these kinds of problems communication is vital.
- ❖ The majority of employees face conflict because of different factors that lead to a decline in communication process. So the manager is advised to manage it effectively.
- ❖ Difference in attitude of employees towards communication was the major factor that affect communication role not to achieve its goals (resolving conflict). Thus, the management advised to encourage the employee's attitude on positive thinking of communication in conflict resolution by discussion.
- ❖ Organization must try to effectively communicate its goals and objectives to employees that will help in actualizing their vision.

- ❖ Management of organizations should try to eliminate or reduce all the communication barriers within the organization. Also, management should try to use communication skill in order for the staff to have respect for them and listen to the message they are about to pass to them.
- ❖ The communicator must always make the message to be clear and concise without ambiguity.
- ❖ There is need for the communicator to always tailor the message to the audience in such a manner that the audience will understand and appreciate the message.
- ❖ Organizations must Endeavour to promote upward communication within the system. This is a major way of getting feedback from employees.

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**Appendix**  
**Part I.COVER LETTER**

**QUESTIONNAIR**

**ADDIS ABABA UNIVERSITY**

**SCHOOL OF JOURNALISM AND COMMUNICATION**

**Questionnaire to be filled by employees, department heads and Managers**

Researcher: Bantihun Gessesse (email: bantihungessesse@gmail.com)

Research Topic: The role of organizational communication in labour management

Conflict prevention and resolution (Yirgalem Addis textile factory)

Dear respondents:-

This research study on the role of organizational communication in labour management Conflict prevention and resolution on Yirgalem Addis textile factory.

Your contribution is very important part of this research. Thus, I would like to express my deep appreciation for your generous time, honest and prompt responses.

**Objective**

This questionnaire is designed to collect data about the role of organizational communication in labour management Conflict prevention and resolution on Yirgalem Addis textile factory. The information that you offer will be used as a primary source in the research which is conducting as a partial requirement of masters of public relation and strategic communication at Addis Ababa University under the School of Journalism and communication. Therefore, this research is analyzing the contribution of common understanding of the role of organizational Communication in labour management Conflict prevention and resolution in its contribution to the improvements in the area.

**General Instructions**

- ❖ Do not write your name on the questioner.
- ❖ Please answer the whole questions .If you have a question you can ask.

## II .QUESTIONNAIR

Please indicate your choice by putting a thick mark (√) among the given alternatives.

### Section I– Background information

1. Sex  Male  Female

2. Which of the following age categories describe you?

Under 20  20-30  31-40  41-50  51 and above

3. How long have you been working at in your current organization?

Less than 1 year  1 - 3 years  4 - 9 years  Over 10 years

4. What is your educational qualification?

BA/BSC  Masters  PHD  College Diploma  High School graduate   
Technical school graduate

5. What is your position in the organization?

Driver  Director  Messenger  Watchman   
Technician

Team leader  Secretary  Expert  Office Cleaner

### Section III

Level of organizational communication in labour management conflict prevention and resolution of employees and, department heads

Code: 5=Strongly Agree      4 =Agree      3=.Medium      2 =Disagree      1  
=strongly disagree

Put (✓) on the item that suits you as best alternatives

N <sup>o</sup>	Questions	5	4	3	2	1
1	Your organizational communication designs different mechanisms to prevent labour management conflict.					
2	Your organization tries to investigate an issue with others to find a resolution for conflict between employees and employers or labour management conflict.					
3	Management tries to bring all concerns in the open way so that the issue can be resolved in the best possible way.					
4	Your Organizational communication designed information center to get enough information easily.					
5	Your organization use proper communication tools to prevent labour management conflict.					
6	Organizational communication plays a great role to prevent and resolve negative information and conflict by two way communications in the organization. (Information from the management to employees and from employees to management).					
7	Communication department identifies miscommunicated employees and employer to give true information.					
8	Communication plays a significant role to avoid miscommunications and conflict from your factory.					
9	Your company uses feed backs, opinions and critics' and information provided by communication department and company employees for decision making.					
10	Do you think that communication works employees for a proper understanding of a problem?					
11	The way you work in the team will be used for communication.					
12	After you have made a decision you can defend it strongly.					
13	Your organizational communication access full information for your					





**መጠይቅ**

**በአዲስ አበባ ዩኒቨርሲቲ የጋዜጠኝነትና ኮሙኒኬሽን ት/ቤት የ2ኛዲግሪ መርሃ- ግብር**

**1.ለፋብሪካ ሰራተኞች የተዘጋጀ መጠየቅ**

በተለያዩ ምክኒያቶች በአሰሪና ሰራተኞች መካከል የሚፈጠረውን አለመግባባት ወይም ግጭቶች ለመከላከልና ግጭት ከተፈጠረም የመፍትሄ አካል ለመሆን የተግባባት ኮሙኒኬሽን ያለውን ሚና ለማጥናት የተዘጋጀ መጠይቅ ነው።

ይህ መጠይቅ ለ2ኛዲግሪ ጽሁፍ ማሟያነት በይርጋዓለም አዲስ ጨርቃ ጨርቅ ፋብሪካ በአሰሪና ሰራተኞች የስራ ላይ ግጭት ለመከላከልና መፍትሄ ሊሆን የሚያስችል ውሳኔ ከመስጠት አንፃር ተቋማዊ የተግባባት ኮሙኒኬሽን ያለው ሚና በሚል ርዕስ ለሚሰራ የመመሪያ ፅሁፍ ለማዘጋጀት የሚረዳና መረጃ ለመሰብሰብ የተዘጋጀ መጠይቅ ነው።

የጥናቱ ውጤትም በፋብሪካው ያለውን የአሰሪና ሰራተኞች የስራ ላይ ግጭት ለመከላከልና ግጭት ከተፈጠረም መፍትሄ ሊሆን የሚያስችል ውሳኔ ከመስጠት አንፃር ተቋማዊ የተግባባት ኮሙኒኬሽን ያለውን ሚና በማጥናት ተቋማዊ የተግባባት ኮሙኒኬሽን ያለውን ሚና በትክክል በመረዳት ፋብሪካውን ውጤታማ ለማድረግ ለሚያከናውኑ ናቸው ተግባራት አጋዥ የሚሆኑ የመፍትሄ ሀሳቦችን ለማቅረብ ነው። በመሆኑም የጥናትና ምርምር ምርምር ስራው ውጤታማ ይሆን ዘንድ የእርስዎ ቀናና ትክክለኛ ምላሽ መስጠት ከሁሉም የበለጠ ድርሻ ያለው በመሆኑ በሙሉ ተነሳሽነትና ስሜት መጠየቁን እንዲሞሉ እየጠየቅሁ ለትብብርዎ በቅድሚያ ምስጋና በማቅረብ የሚሰጡኝ መረጃ ለትምህርት ተግባር ብቻ የሚውልና ምስጢራዊ መሆኑን እገልጻለሁ።

መመሪያዎች፡-

- 1. መጠይቁ ላይ ስምዎትን መጻፍ አያስፈልግም
- 2. እባክዎን ሁሉንም ጥያቄዎች ይመልሱ

ከተሰጡት አማራጮች ይህንን ምልክት (√) በማስገባት ምርጫዎን ያመልክቱ.

ክፍል | ፡የመረጃው ዳራ

1. ጾታ  ወንድ  ሴት

2. ዕድሜ

ከ20 በታች    ከ20-30    ከ31-40    ከ41-50

51 እና ከዚያ በላይ

3. በዚህ መስሪያ ቤት ውስጥ ለምን ያህል ጊዜ አገልግለዋል?

ከ 1 ዓመት በታች    1 - 3 ዓመት    4 - 9 ዓመት  
 ከ10 ዓመት በላይ

4. የትምህርት ደረጃዎ ምንድን ነው?

ከ9-12    ሙያና ቴክኒክ    ዲፕሎማ    የመጀመሪያ ዲግሪ  
 ማስተርስዲግሪ    ፒኤችዲ ሌላ ካለ ይግለጹ .....

5. በመስሪያ ቤቱ ውስጥ የስራ ድርሻዎ ምንድን ነው?

ዳይሬክተር    መልዕክት ሰራተኛ    የግቢ ደህንነት    .ቡድን መሪ    ባለሙያ  
 ቴክኒሻን    ጸሀፊ

**ክፍል II**

ይህ መጠይቅ የተዘጋጀው በሊከርት ስኬል ፎርም 5 ነጥብ ስኬል ነው። በመሆኑም ከዚህ በታች ከተሰጡት ምርጫዎች ውስጥ ለዕርስዎ ተስማሚ ሆኖ የሚገኘውን መልስ (✓) በማድረግ ያስቀምጡ።

መግለጫ; 5=በጣም እስማማለሁ   4=እስማማለሁ   3=በመጠኑ እስማማለሁ  
 2=አልስማማም   1=በጣም አልስማማም

ከተሰጡት ምርጫዎች ውስጥ ለርስዎ ተስማሚ ሆኖ የሚገኘውን መልስ (✓) ያድርጉ

ተ. ቁ	ጥያቄዎች	5	4	3	2	1
1.	በፋብሪካው ተቋማዊ የተግባቦት ኮሙኒኬሽን መሰናክሎች እንዳይፈጠሩ የተለያዩ ስልቶች ተነድፈዋል፤					
2.	ድርጅቱ በአሰሪና ሰራተኛ መካከል ግጭት የሚፈጥሩ ነገሮችን ለይቶ ያውቃል፤					
3.	በፋብሪካው የሚከሰቱ አለመግባባቶች /ግጭቶችን መነሻ በማድረግ የሚፈጠሩ ውይይቶች ፣ አስተያየቶችን መሰረት በማድረግ የውሳኔ					

	አቅጣጫዎች ለማስቀመጥ የተለያዩ ጥናቶች ይደረጋሉ፤					
4.	ተቋሙ ማንኛውም ሰው መረጃ በቀላሉ እንዲያገኝ የመረጃ ማዕከል አለው፤					
5	ድርጅቱ በአሰሪና ሰራተኛ መካከል ግጭት እንዳይኖር ተገቢውን የተግባቦት መሳሪያ ይጠቀማል፤					
6	ተቋሙ የተግባቦት ኮሙኒኬሽን ሥራውን በሚገባ ለመስራትና መረጃዎችን ተደራሽ ለማድረግ የመልዕክት ማስተላለፊያ መሣሪያዎችን በአግባቡ ይጠቀማል /በብሮሽር ፣ኢ-ሜል ፣ማህበራዊ ሚዲያ፣ ፖስፕሌቶችን ፣የድምፅ ማጉያ ማይክራፎኖችን ፣ኖትስቦርዶችን ፣የሥልጠና ማዕከላትን ስልክና የመሣሰሉትን መጠቀም ይችላል።					
7	ሰራተኞችን በሚሠሯቸው ሥራዎች ዙሪያ በየጊዜው ግንዛቤ መፍጠርና የማብቃት ሥራ ይሠራል፤					
8	ለተቋሙ ድጋፍ የሚሰጡ አስተምህሮቶችንና በተቋሙ ዘንድ ትልቅ ተቀባይነት እንዲያገኙ ይደረጋል፤					
9	ተቋሙ በስህተት የሚደረጉና ለሌላ ዓላማ የሚያውሉትን ግንኙነቶች ተከታትሎ ውሳኔ ይሰጣል፤					
10	ችግሮች ሲኖሩ ተግባቦት ለሰራተኞች ችግሮችን በግልጽ ያሳያል፤					
11	ተግባቦት ካለ በቡድን ለመስራት ያመቻል፤					
12	በመስሪያ ቤቱ ውስጥ በሚሰጠው የደረጃ ዕድገትና ጥቅማጥቅም አሰራር ያለው ግልጽኝነት፤					
13	በድርጅቱ ውስጥ በሚኖረው ተግባቦት በቂ መረጃ እንዲኖር በተለያዩ ነገሮች የራሴን ድርሻ አበረክታለሁ፤					
14	በአሰሪና ሰራተኛ መካከል ግጭት ሲፈጠር ቅድሚያ የሚሰጠው መፍትሄውን መፈለግ ነው፤					



ሀ/ አዎ

ለ/ የለም

መልስዎ አዎ ከሆነ በየስንት ጊዜው ወይይት እንደሚካሄድ ቢገልጹልን-----

6. በተለያዩ ጉዳዮች ዙሪያ የሚፈጠሩ ግጭቶች ጥቅም አላቸው ብለው ያምናሉ

ሀ/ አዎ

ለ/ የለም

መልስዎ አዎ ከሆነ ጥቅሙን ቢገልጹልን-----

7. በድርጅቱ ውስጥ የኮሙኒኬሽን ዲፓርትመንት አለ?

ሀ/አዎ

ለ/ የለም

መልስዎ የለም ከሆነ ምክንያቱን በዝርዝር ቢያስቀምጡል-----

8. እንደ ፋብሪካ ሰራተኛነትዎ አለመግባባቶች ወይም ግጭቶች እንዳይፈጠሩ የቅድመ መከላከል ስራ ሰርቻለሁ ብለው ያምናሉ?

ሀ/ አዎ

ለ/ የለም

መልስዎ የለም ከሆነ ምክንያቱን ቢገልጹን-----

9. የሰራተኛን ጥቅማ ጥቅምና መብት ከማስከበር አኳያ ዝቅተኛ ሰራተኞችም ሆነ የትኛውም ጥያቄ ማንሳት የሚፈልግ የድርጅቱ ማህረሰብ አባል ተቀባይነት ያገኛል ብለው ያምናሉ?

ሀ/ አዎ

ለ/ የለም

መልስዎ የለም ከሆነ ምክንያቱን በዝርዝር ቢያስቀምጡልን\_\_\_\_\_

10. በየቀኑ በሚከናወኑ ትግባራት ዙሪያ ከሚመለከተው ሃላፊ ጋር ሚደረገው ግንኙነት ጠንካራ ነው ብለው ያምናሉ?

ሀ/አዎ

ለ/የለም

መልስዎ የለም ከሆነ ምክንያቱን ቢያብራሩልን \_\_\_\_\_

11.የመረጃ ልውውጥ ፍላጎት ስራዎቹን የጠበቀነው ብለው ያምናሉ?

ሀ/ አዎ

ለ/ የለም

መልስዎ የለም ከሆነ ምክንያቱን ቢያብራሩ-----