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DEPARTMENT OF MANAGEMENT

FACTORS THAT AFFECT CONFLICT AND CONFLICT MANAGEMENT PRACTICE: A CASE STUDY OF ETHIOPIAN ELECTRIC POWER HEAD OFFICE

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Factors That Affect Conflict and Conflict Management Practice: A Case Study of Ethiopian Electric Power Head Office

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Declaration

I declare that this thesis, titled "Factors That Affect Conflict and Conflict Management Practices in Ethiopia Electric Power Head Office," is my original work and has not been presented by anyone else; and that all source materials used in this thesis have been properly acknowledged.

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Table of contents

ACKNOWLEDGMENT.....I
TABLE OF CONTENTS..... II
LIST OF TABLES.....VI
LIST OF FIGURE..... VII
ABSTRACT..... VIII
CHAPTER ONE.....1
1.Introduction.....1
1.1.Background of the study.....1
1.2. Statement of the problem.....3
1.3.The objective of the Study.....4
1.3.1 General Objective.....4
1.3.2.Specific Objective.....4
1.4.Research Questions.....5
1.5. Research Hypothesis.....5
1.6.Significance of the study.....5
1.7.Scope of the study.....5
1.8.Limitation Of the research.....6
1.9.Organization of the study.....6
CHAPTER TWO.....7
2. REVIEW OF RELATED LITERATURE.....7
2.1 Theoretical Literature.....7
2.1.1The Definition of Conflict and Conflict Management.....7
2.1.2. View and Nature of organizational conflict.....8
2.1.3. Type of conflict.....10
2.1.4. Source of conflict.....12
2.1.4.1.Interdependence.....12
2.1.4.2.Communication problem.....13
2.1.4.3.Role Conflict.....14
2.1.4.4. Personal characteristics of employees about his/her value.....14

2.1.5.Impact of conflict on organizational performance 15
2.1.5.1 Functional consequences of conflict 15
2.1.5.2.Dysfunctional consequences OF conflict 16
2.1.6.Managing conflict 16
2.1.6.1.Conflict management mode 17
2.1.6.2.Managing Conflict through simulation 19
2.2.Empirical Review 20
2.2.1 Interdependence 20
2.2.2 Communication problem 20
2.2.3. Role conflict 21
2.2.4 Personal characteristics of employees about his/her value. 21
2.2.5 Conflict handling technique of manager 22
2.3. Research Gap 22
2.4.Conceptual framework 23
2.4.1.Interdependence 23
2.4.2 Communications problem 24
2.4.3 Role Conflict 24
2.4.4 Personal characteristics of employees about his/her value 24
CHAPTER THREE 27
3. RESEARCH METHODOLOGY 27
3.1.The research Design 27
3.2.Research Approach 27
3.3. Research Method 28
3.3.1 Data Source 28
3.3.1.1. Primary Sources 28
3.3.1.2 Secondary Sources 28
3.3.2. Target populations and sample 28
3.3.2.1. Target population 28
3.3.2.2. Sample size 29
3.3.2.3. Sampling technique 30

3.4. Data analysis method 30
3.4.1. DescriPTIVE ANALYSIS 30
3.4.2.Inferential analysis. 30
3.5.Validity and Reliability 31
3.5.1Validity 31
3.5.2.Reliability 31
3.6.Ethical consideration 32
CHAPTER FOUR 33
4.DATA INTERPRETATION AND DISCUSSION 33
4.1 Response rate 33
4.2 Participants Demographics 33
4.3 Reliability test 34
4.4 Descriptive statistics of the Study variables 35
4.4.1 Factor Affecting Interdependence on Conflict in Ethiopia Electric Power Head Office 36
4.4.2 Factor affecting Communication problems on Conflict in Ethiopia Electric Power Head Office. 37
4.4.3 Factor affecting the role conflict on Conflict in Ethiopia Electric Power Head Office 38
4.4.4 Factor affecting Personal characteristic on Conflict in Ethiopia Electric Power Head Office. 39
4.4.5. Summary of the Descriptive Statistics of the study variables 40
4.4.6. Types of Conflict in Ethiopia Electric Power Head Office 41
4.4.7. Organizational conflict management techniques 43
4.4.8. Data Collected Analysis Through the interviews 44
4.4.9. Correlation Analysis of the study variables 46
4.4.10. Regression Assumptions Test 47
4.4.10.1. Test of Normality 47
4.4.11. Multiple Regression Analysis 49
4.4.12. Hypothesis Testing Using Multiple Regressions 50

CHAPTER FIVE 52
SUMMARY OF FINDING, CONCLUSION, AND RECOMMENDATION 52
Introduction 52
5.1. Summary of Findings 52
5.2. Conclusion 54
5.3. Recommendation 55
REFERENCE 58
APPENDIX

List of tables

Table 3.1: Sample Size Determination 29

Table 4.1: Participant Demographics 33

Table 4.2: Reliability analysis 35

Table 4.3: Descriptive Analysis of Interdependence 36

Table 4.4: Descriptive Analysis of Communication problem 37

Table 4.5: Descriptive Analysis of Role Conflict 38

Table 4.6: Descriptive Analysis of Personal characteristics of employees about his/her value ... 39

Table 4.7: Summary of the Descriptive Statistics of the study variables 40

Table 4.8: Descriptive Analysis of conflict type 41

Table 4.9: Descriptive Analysis of organizational conflict management techniques 43

Table 4.10 Correlations between the dependent and the independent variables 46

Table 4.11. Multicollinearity Test 48

Table 4.12 Model Summary 49

Table 4.13: Coefficients for the Predictor Variables 50

List of Figure

Figure 1 Types of Organizational Conflict 11

Figure 2 Conceptual framework 26

Figure 3: Independent grouped frequency distribution for organization conflict 48

Abstract

The study was focused on factors that affect conflict and conflict management practice in Ethiopia Electric Power Head Office. The objective of the study was to investigate the factors that affect conflict and conflict management practices in Ethiopia Electric Power Head office. The researcher has conducted the study through a descriptive and explanatory research design and both qualitative and quantitative research approaches were applied in the study. The quantitative data was collected from 240 participants through a questionnaire after the respondents were selected through a simple random sampling technique. Qualitative data also collected through the interview from purposively selected managers. The data collected analyzed and discussed using data analyzes to like frequency, percentage, mean, standard deviation, correlation, and regression. Regarding correlation analyzes one independent variable correlated with dependent variable negatively which implies that as independent variable increases the dependent variable decrease the reverse is also true. Regression analyzes also indicate that the independent variable negatively impacts the dependent variable. According to the findings of the study, conflict is perceived as dysfunctional in the Ethiopian Electric Power Head Office, and workers are afraid of becoming victims as a result of conflicting situations. Therefore, the communication way of Ethiopia Electric Power head office with an employee was poor, the treatment of personal characteristics of employees were very low, the interdependence of different departments in Ethiopia Electric Power head office was very low, intergroup conflict predominates over interpersonal conflict, and the conflict handling technique of Ethiopia Electric Power head Office managers was very low level. As a result, the overall recommendations were forwarded to address the variables that obstruct the proper application of organizational conflict. The study also recommended that managers of Ethiopia Electric Power's Head Office discuss common issues concerning conflict management technique to achieve a common understanding, management should keep their employees motivated to increase productivity and by eliminating communication lag so that employees can easily communicate their concerns to organization and also management should also develop a set of rules and policies to ensure that any conflicts that arise within the organization are handled as soon as possible.

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CHAPTER ONE

1. Introduction

This chapter contains the Background of the study, Statement of the problem, Objective of the study, Research questions, Research hypotheses, and Significance of the study, the scope of the study and limitation of the study, and organization of the research. While going through this chapter anyone can understand the aim of the research.

1.1. Background of the study

Organizational conflict, according to (Omisore & Abiodun, 2014) is the result of human interaction in which a member of the organization's values or goals are incompatible with the organization's attitude, values, or goals. Conflicts commonly arise when organizational operations rely heavily on employee teamwork, collaboration, and group creativity, but the focus is mostly on achieving outcomes rather than caring for employees and sustaining a reciprocal connection between them (Khan et al., 2017). This interaction among them results in the formation of hostility, ambivalence, disagreement, conflict, aggression, and domination of individual or group society. So that makes interaction of the universe for conflict. Workplaces are hotbeds for conflict, including harassment, discrimination, and personality clashes and also workplace conflict is unavoidable. Therefore, knowing cause of conflict and conflict management strategy is the crucial part of the organization to achieve organizational objectives.

According to Nwosu and Makinde (2014), conflict management entails learning conflict resolution skills, self-awareness about conflict modes, conflict communication skills, and establishing a structure for conflict management in your environment. If conflict is handled correctly, it may catalyze change and have a positive effect on employee satisfaction and organizational success. Unmanaged dispute, on the other hand, harms both employee satisfaction and job results. The impact of conflict on an individual, a group, or an organization, whether positive or negative, is largely determined by how it is handled. While conflict is commonly regarded as dysfunctional; it can also be constructive since it can force a problem to be presented from various angles. It can be beneficial if it fosters innovation, new perspectives on old problems, the clarification of points of view, and the development of the human ability to deal with interpersonal conflicts. When conflict generates distrust, produces a sense of defeat, or

increases the chasm of misunderstanding, it can be considered negative. Many researchers in this area believe that diagnosing and intervening in the issue is important to get the most out of conflicts and reduce the negative consequences of conflicts (Gorden, 2003; Maccoby and studder, 1998). Identifying the source of conflict and handling is a difficult aspect of an employees and manager's responsibilities. Therefore, organization conflict requires the adaptation of certain practices of conflict management, and also conflict management practices have become one of the significant areas of the manager and employees of every organization.

Ethiopia Electric Power development was introduced in Ethiopia as early as the 1956s, and since the Ethiopian electric power sector has served over 64 years, after having undergone restructuring was recognized as the Ethiopia Electric Power Corporation (EEPC). Ethiopia Electric Power Corporation later by the decree announced by reorganized into two companies Ethiopia Electric Power (EEP) and Ethiopia Electric Utility (EEU). Ethiopia Electric Power which was established in 2013 by the council of Ministers Regulation No.302/2013 and by the revised council of Minister's percolation No 381/2015 is responsible for generating, transmitting, and wholesale electricity nation-wide and to neighboring countries. To achieve its objectives, the organization had undergone through series of development programs, even though institutions have been granted full autonomy by the above-mentioned proclamation of this constitutional right.

Internal, interpersonal, and intergroup conflicts are consuming so much time and energy in many organizations today, especially those in the public sector, that it appears as if the conflict is their main business (Ojielo, 2002). This development is largely due to work organization leaders' inability to view conflict management as systematically as they do information, human resources, and management systems. Instead, the dispute is treated and dealt with piecemeal, and it is regarded as a local occurrence. Because of the inability to view and manage workplace conflicts in a systematic manner, the conflict has become dysfunctional in some organizations. The high frequency of strike action, the unhealthy rivalry between and among sub-units and individuals within an organization, workplace sabotage, slow work, absenteeism, lack of productivity, general inefficiency, high rate of an industrial accident, low morale, withholding of vital knowledge, and a host of other behaviors perpetrated by workers in workplaces are evidence of this (Ojielo, 2002). This study is, therefore, will be attempted on helping Ethiopia

Electric Power Head Office to understand the factors that affect conflict in their organization and to evaluate the practice of conflict management.

1.2. Statement of the problem

In any organization employee- management relation has a direct impact on the level of productivity. “Employee conflict in the workplace is a typical occurrence, originating from differences in employees' personalities and values,” according to Brookins and Media (2008). It’s a mistake to assume that a minor disagreement will go away on its own because minor disagreements can quickly escalate into large issues if not addressed properly. Managers should be aware of the most typical causes of employee conflict to find a solution before the problems become unmanageable. Daily, conflict arises because colleagues have differences of opinion in the workplace and there is schism between management and his employee. Therefore, it is an important decision of management to create and maintain peace in the organization although conflict always happening in an organization (Agrawal, 1994: p, 280). The time resources are wasted and disinvested because some people work towards conflict. This present state of affairs can be greatly attributed to the shortage of strategies and methods available for managing different types of organizational conflict (Rahim, 2002).

Therefore, unresolved conflict in any company has many serious effects, including high financial and human costs. According to Buss (2009), conflict may result in anger, tension, low morale, and missed deadlines, a loss of self-confidence, low trust, communication issues, absenteeism, and legal action. According to Nneka (2019) Mishandled conflict affects employees' health and wellbeing, which in turn results in absenteeism. There are fundamental differences of interest in industry society not to mention overlapping of common interest. As a matter of that workers receive remunerating for their labor, he or she offered to the organization are legally obliged to pay. However, our experience of reality that being by his nature does not live only for remuneration. Besides this, people have strong ambition toward getting prestige reputation, favorable and another related reason conflict between employers and employees and also conflict between employers and managers.

Despite the desire of Ethiopia Electric Power Head Office is good, but when there are factors that affect conflict and the problem of conflict management practice organization will cause decreasing productivity and service delivery for the customers and lack of good integration

among employees and manager. The identifying and management technique of conflict was poor in the organization due to this the conflicts will be emerged up is destructive rather than it is constructive. The conflict is not work based its manager's interest-based, it doesn't promote the interest of work, rather it demotivates interest of work, lack of proper involvement of manager to solve conflict arose between employees and also between groups according to preliminary survey approved that before main research conducted. As a result, employee commitment and dedication are decreased for a variety of reasons, but the majority of employees reasons associated with conflict management of Ethiopia Electric Power Head Office, employees demotivate quality performance decrease, service delivery delayed and decreased and the outlook of the employee for Ethiopia Electric Power Head Office not good all are problems, but the core problem which birth other problem poor management of conflict. As before there has been not any study conducted in Ethiopia Electric Power Head Office. Therefore, the researcher seeks to fill this gap by investigating factors that affect conflict and conflict management practice. The main objective of the study was to investigate the foremost source of conflict and suggest possible handling methods to minimize the effect of conflict.

1.3. The objective of the Study

1.3.1. General Objective

The main objective of the study was to investigate the factors that affect conflict and conflict management practices.

1.3.2. Specific Objective

- To analyze the factors that cause conflict in Ethiopia Electric Power Head Office.
- To investigate the relationship of factors that cause conflict in Ethiopia Electric Power Head Office.
- To justify the type of conflict that exists between individual and group in Ethiopia Electric Power Head Office.
- To assess techniques that managers used to manage conflict in Ethiopia Electric Power Head Office.

1.4. Research Questions

In order to address the study problems, the research addressed the following questions.

- What are the factors that cause conflict in Ethiopia Electric Power Head Office?
- Is there a relationship between interdependence, communication problem, role conflict, and personal characteristics of employees about his/her value and organizational conflict in Ethiopia Electric Power Head Office?
- What types of conflicts that exist between individual and group in Ethiopia Electric Power Head Office?
- What are the conflict management techniques that the manager used to handle conflict in organizations?

1.5. Research Hypothesis

This research hypothesis investigated:

H1: Interdependence has a negative relationship with organizational conflict.

H2: Communication problem has a negative relationship with organizational conflict.

H3: Role conflict has a negative relationship with organizational conflict.

H4: Personal characteristics of employees have a negative relationship with organizational conflict.

1.6. Significance of the study

The study will create awareness for employees, managers, and other members of the organization. Identify the cause of conflict and the way to manage and it also plays a great role in disclosing the gap that has been experiencing in the Ethiopia Electric Power Head Office. Police makers use the research as a reference to see the gap that exists on the ground and other researcher's further research by using the research as the blueprint.

1.7. Scope of the study

The significance of conflict is inevitable and occurs at all levels of any organization. The researcher is forced to limit the study on Ethiopia Electric Power Head Office which is located in Addis Ababa specifically located found at Mexico K-Kare new building area.

This research paper will restrict only to investigate factors that affect conflict and conflict management practice in Ethiopia Electric Power Head Office.

1.8. Limitation Of the research

According to Yin (2009), all research is limited by the constraints imposed on the researcher. This researcher is no different. However, to achieve the research aim and objectives, every effort was made in this study to ensure the collection of highly reliable and valid data. Even with such a large research effort, it was impossible to control all of the factors that could affect the research's quality.

The following are the limitations of this study:

Within the Ethiopia Electric Power Head Office, documents are scarce, this has limited the ability to confirm or refute the interviewers' responses, and the ability to provide triangulation of evidence was not always available.

There is also very little literature based on studies conducted in the horn of Africa countries that have a similar culture and social structure and even less on Ethiopia. The researcher will be faced during the study is the lack of sufficient resources, time, money, and also other uncertain things.

The other limitation encounter in this study researcher will face the difficulty in holding focus group discussions due to COVID-19.

1.9. Organization of the study

The study will be composed of five chapters. The first chapter deals with the background of the study, a statement of the problem, the objective of the study, research question, research hypothesis, significance of the study, the scope of the study, and limitations of the study. The second chapter is the theoretical review, empirical review, research gap, and conceptual framework. The third chapter will present the research design and methodology. The fourth chapter contains data collected, interpret and discuss through frequency, percentage, mean, standard deviation, correlation, and regression. The last and the fifth chapter contain a major finding, conclusion, and recommendation.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1Theoretical Literature

2.1.1The Definition of Conflict and Conflict Management

The conflict has been subjected to diverse definitions by various authors based on the context and their understanding of the concept. Depend on this concept different scholar's stated important issue about definition of conflict and conflict management some of them are: Conflict is defined as the presence of conflict that develops when various individuals' or groups' aims, interests, or values are incompatible and obstruct each other's attempts to fulfill organizational objectives (Longe, 2015), (Orugun et al., n.d.) described conflict as a form of dissatisfaction and dispute in which workers or employers of labor exert undue pressure on one another in order to achieve their goals, Conflict is also defined by Cahn and Abigail (2007) as a challenging situation characterized by opposing perceptions and intended outcomes, interdependence, and the ability to negatively disrupt interpersonal relationships, and Others scholars also stated differently according to Ursing (2003) stated that conflict is the differences in perspectives, beliefs, actions or interests which sometimes verbalized and sometimes they are not and Tshannen Moran (2001) described conflict is the form of dissimilar ideas, disagreement, arising between individual and group when the action of the individual or group are either resisted by other group of members. Rahim (2001) define that conflict is the process of interacting with the other individual or group which is incompatible, disagreement within or between social entities.

From the above definitions, it is realized that there is no just one practical definition of conflict. Each person has an individual way of thinking and behaved differently from others in similar situations but they have common ideas about conflict. Several definitions identified some key issues such as dissimilarity, disagreement, having different thoughts, competition, negative perceptions, and incompatible. If there is conflict it might lead to productivity or nonproductive result. Therefore, knowing conflict management strategy is the crucial part of the organization to achieve organizational objectives.

Conflict management is a systematic approach to reducing conflict's negative aspects while increasing its positive outcomes. Conflict management's primary goal is to improve awareness and group efficiency, as well as organizational effectiveness (Rahim, 2002). Conflict resolution skills, self-awareness of conflict modes, conflict communication skills, and developing a system for conflict management in your environment are all part of conflict management (Chinaka Makinde & Grace, 2014).

The organization has different people with different ideas; some people go looking for conflict, more often than not, conflict results because of communication problems between people with the regard to their needs, ideas, belief, goals, or values. Conflict management provides to extent of successful leadership and group work, improves product and quality of service for customers, builds customer loyalty, reduces costs, and uses finances efficiently (Tjosvold, Hui, & Law, 2001). So, learning how to identify conflict and managing conflict is increase the positive outcome rather than negative outcome and also improves organizational productivity and service delivery. To ensure a productive and healthy organization, it is necessary to found out the causes of organizational conflicts, and applying management strategies that can generate a sound and friendly workplace.

Generally, conflict is defined within the context of the relationship as inevitable disagreements between and within any or all of the actors in the workplace. The view of numerous writers on the nature of conflict is that it is unavoidable and that its outcome is dependent on how it is handled or responded to by the parties concerned.

2.1.2. View and Nature of organizational conflict

Controlling, avoiding, and eradicating social conflict have dominated the historical literature on conflict (Mikkelsen & Clegg, 2019). The conflict was ascribed a pathological status by classical philosophers such as Plato and Aristotle, who saw it as a threat to order and the success of the state, whose task was to maintain conflict to a minimum.

Theorists of the social compact in the seventeenth century, such as Thomas Hobbes and John Locke, claimed that governments' primary purpose was to regulate conflict and promote order in social interactions. However, by the nineteenth century, major philosophical contributions from the dialectical perspective inspired by (Mikkelsen & Clegg, 2019) and continued by Karl Marx (1976) identified conflict as the necessary engine of social change.

For the longest time, the traditional view of conflict within organizations was that conflict is intrinsically bad and its presence indicates that something is wrong. Consequently, this view suggested that since conflict is inherently bad, it must be eliminated. However, in recent years, the perspectives on conflict have been changed gradually. The new approach regards conflict as inevitable and not necessarily harmful. Conflicts are perceived differently by different people. Conflict is a fact of life for everyone and should be viewed as a natural process that occurs daily. Conflict inevitably arises as a group performs its assigned tasks (Omisore & Abiodun, 2014). Because of the uncertainty of life, conflict is seen as natural. Conflict is good and necessary because, when handled properly, it can stimulate innovative thinking. Thoughts and actions are carried out because they are habitual in the absence of conflict. Conflict allows for an examination of the necessity of these thoughts and actions. People prefer to live with unresolved misunderstandings rather than face the fact that fundamental differences exist and necessitate recognition and appropriate management (Omisore & Abiodun, 2014). Conflicts are an unavoidable part of every human's life. Conflicts cannot be avoided in families, at work, or even while watching the news on television (Omisore & Abiodun, 2014).

The conflict has both functional and dysfunctional connotations and outcomes. Conflict must be investigated and managed for the benefit of the organization. Management must assess the situation to determine whether to instigate or resolve conflict (Chandan, 2005; 386). Now the trend is to recognize that some anxiety and conflict are needed for us to be having the most contemporary perspective there are two types of conflict in an organization, which are functional and dysfunctional conflicts. Functional or Constructive Conflict: The interactionist viewpoint does not hold that all conflicts are beneficial. Some conflicts, on the other hand, help the group's goals and improve its performance; these are functional, constructive types of conflict. According to Robbin (2001), functional conflict is a conflict that promotes the group's goals and improves its (group's) performance. One of the primary advantages of constructive conflict is that it allows its participants to identify problems and opportunities. It can also inspire new ideas, learning, and growth in individuals (Kinicki and Kreitner, 2008). It is a moderate level of conflict that rises within organizations. It usually occurs between one or more groups within a firm and improves the organization's performance and output. For example, the accounting, finance management and marketing departments in a university college may disagree about the undergraduate core curriculum. This type of conflict encourages creative thinking and

contributes to the school's improve performance. Whatever the outcome, the student will benefit from a better program of instruction.

Dysfunctional conflict typically impedes organizational performance and reduces productivity. This conflict orientation is distinguished by competing for individual interests taking precedence over the overall interest of the business. Managers keep information from each other. Employees intentionally or unintentionally sabotage the work of others, either intentionally or through subtle, conflict-motivated disinterest in teamwork (Kinicki and Kreitner, 2008). When one group or person seeks to achieve his/her own goal at the total expense of or with disregard for others, usually dysfunctional conflict will result. For instance, if the MBAs at a school press for receiving all the scholarship amounts of money budgeted for the business school with no consideration for undergraduates, the conflict will result among students and faculty members who have personal prejudice for one program over the other (Terry and Franklin, 1988:247).

2.1.3. Type of conflict

Conflict could be intrapersonal, interpersonal, and intergroup, inter-organization, or between and among nations and each of these could again be substantive or emotional.

Intrapersonal conflict arises when tension is experienced within the individual when he or she has to choose from two or more unpleasant choices, (avoidance conflict) or two equally attractive operations (approach, approach conflict).

Inter-role and intra-role conflict, according to Nelson and Fast (2003), are two forms of intra-personal conflict. A position, according to the writers, is a collection of demands imposed on someone by others. The most common inter-role conflict among many employees is work/home conflict, where their role as workers clashes with their role as parents. When an individual receives conflicting messages from role senders about what to do in a specific role, intra-role conflict is common.

Interpersonal conflict occurs when two or more individuals are vying for the same job or limited resources (Raoet al.1987). Thomas (1976) defines interpersonal conflict as a state in which the concerns of two or more parties appear to be incompatible and which originates when one party perceives the other as frustrating some concern of his or her about to do so.

Interpersonal conflict is the most common type of conflict experienced by employees in many organizations (Adomi & Anie, 2005; Hotepo et al., 2010).

An example of interpersonal conflict is:

1. Head of two departments arguing about policies and procedures (substantive).
2. A supervisor feeling bitter about the transfer of a valued staff member of his department to another fancying the other supervisor had "snatched" him away (emotional).

Personality disparities, attitudes, conflicts of beliefs and desires, power and status differences, and limited resources, according to Mcshane and Von Glinow (2000), are the most widely cited causes for interpersonal conflict in organizations.

Intergroup conflict: Intergroup conflict occurs between teams, which may be competing for scarce resources or rewards, or whose members have emotional issues with one another. Intergroup conflict is quite common in organizations, and it can make task activity coordination and integration extremely difficult (Schermerhorn, Hunt, Osborb & Uhl-Bien, 2010, 233).

This type of conflict, also known as interdepartmental conflict, is similar to conflicts that occur between departments or groups within an organization (Rahim, 2001, p. 24).

Inter-organization conflict involves competition among firms in the same industry, operating the same market, a government regulatory agency; union-management conflict is more inter-organizational.

Researchers Peter Awini Seidu & Phyllis Asorh Oteng & Hafiz Adam (2016), summarized types of Conflict as below:

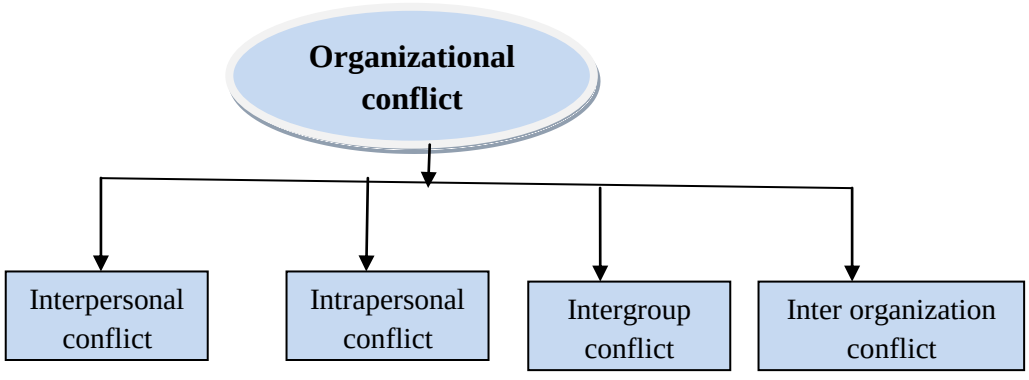


Figure 1. Types of Organizational Conflict

2.1.4. Source of conflict

Every group or individual comes into at least partial conflict with every other group or individual with which interacts (Gorden, 1987:476). Conflict is rooted in interaction and the result of the structural characteristics of the organization and the personal traits of key employees. To understand the source of conflict, we must take a broader look at the organization and its environment.

2.1.4.1. Interdependence

Interdependence is defined as the extent to which an individual team member relies on other team members for information, materials, and support to do his or her job (Van derVegt et al., 2003). Terry and Franklin (1988:248) identify three types of interdependence that contribute to conflict: Pooled, sequential and reciprocal.

1. **Pooled interdependence** is when various units of an organization interact only through the total organization. For example, the Emory trust co. bank branch has little or no interaction with the georgic tech branch. However, interdependence exists because both contribute to the well-being of the whole organization. If the tech manager performs poorly, this can be preventing possible bounces for all branch managers including Emory: Conflict and ill-feeling may arise.
2. **Sequential interdependence –** is when one organizational group must complete its activities and work before another group can begin work on the product or project.

   The output of one group is the input of another group and conflict can easily occur if delays are caused or sloppy work is done by the first sequential group. For instance, in a furniture factory, the cutting department must complete its work before the gluing group can put the pieces together likewise the finishing unity must wait for the gluers to complete their jobs to finish the piece.
3. **Reciprocal interdependence –** exists in the more complex organization in which outputs of the various group serve as input to other key groups in the organization.

   The recent NASA space shuttle launch is a perfect example of freight crew's ground crews, and engineering, computer, and security departments interdependently contributing

to the central launch command room for the task off. Imagine the potential conflict that could have occurred if the computer malfunctioned and delayed the launch.

As a result, the level of interdependence can be determined by how people collaborate (Shea & Guzzo, 1987) and can be determined partly by technology and partly by how work is organized (van Vijfeijken et al., 2002). When tasks are highly interconnected, or when individuals perceive tasks to be highly interconnected, such perceptions create mutual dependence. Individuals rely on one another, expect others to be effective, and want to be effective for all of the individuals who rely on one another to achieve organizational goals and satisfy their self-interests.

2.1.4.2. Communication problem

Communication is the transfer of information from sender to receiver, implying that the message is understood by the receiver. Communication also includes the sending and receiving of messages via symbols. Organizational communication is a critical component of organizational climate in this context (Drenth et al, 1998). Finally, organizational communication is the process of stimulating meaning in the minds of others through verbal or nonverbal messages (Richmond et al, 2005). For effective communication, the receiver must understand the message's meaning and communicate it to the sender through some expected reactions (Spaho, n.d.). Every organization must allow communication in four directions: downward, upward, horizontal, and diagonal (Spaho, n.d.). Downward communication occurs between top management and employees. This type of communication is typical of companies with an authoritative management style. Employees communicate with top management in an upward direction. The primary purpose of this communication is to inform top management about the situation at the lower levels. It is the most effective way for top management to assess the effectiveness of downward communication and organizational communication in general (Spaho, n.d.). Horizontal communication takes place between employees and departments at the same organizational level. It allows for the coordination and integration of activities of departments that are engaged in relatively independent tasks (Spaho, n.d.). Diagonal communication occurs when people are not on the same organizational level and do not have a direct relationship in the organizational hierarchy. This type of communication is rarely used, and when it is, it is usually used to supplement other types of communication (Spaho, n.d.). Diagonal communication is used, for example, when labor unions organize direct meetings between employees and top

management, avoiding first-line and middle management. Improper communication as a result of communication barriers was led to misunderstanding, which is the manifestation of conflict among parties involved. The most important cause of distortion communication is that people are different and everyone looks at the phenomena with his/her rose-colored glass. So an individual may perceive the same thing on event differently and, as a result, misunderstanding, and conflict occurs for example, different meaning and importance of a thing or event for workers and management.

2.1.4.3. Role Conflict

The view that an individual behaves regarding the expectations that others have about how he or she should behave is shared by most definitions of role. When a role holder is required to perform two or more roles that require incongruent, contradictory, or even mutually exclusive activities, this type of conflict arises. Pandey and Kumar (1997) defined role conflict as "a state of mind, experience, or perception of the role incumbent arising from the simultaneous occurrence of two or more role expectations such that compliance with one would make compliance with the other(s) more difficult, if not impossible" (p. 191). Among those who have contributed to this work are Kahn et al. Employees frequently face conflicting expectations about their roles from their families, friends, and managers, and they are unsure how to act when confronted with insufficient and ambiguous information about the tasks, responsibilities, and objectives that they undertake. The concepts of role ambiguity and role conflict can be used to explain this situation theoretically (Khan et al., 2014). Furthermore, through membership in different groups, individuals perform multiple roles. These multiple roles result in several expected role behaviors when they are not compatible, the individual experience's role conflict.

2.1.4.4. Personal characteristics of employees about his/her value

Personality refers to an individual's unique psychological and intellectual arrangements; or, a person's unique consistent pattern of thinking, feeling, and acting. Personality traits have specific components in an organizational structure and dynamic features that react differently to changes in the environment (Lin & Chiu, 1999). The big five personality trait model is a popular term for a personality model that demonstrates five fundamental aspects of personality. It combines people's emotions, attitudes, and behaviors. Extroversion, openness to experience, agreeableness, conscientiousness, and neuroticism are the five personality factors identified by Costa and (Rani,

2018) Extraversion, according to (Rani, 2018), includes traits such as sociability, affiliation, and gregariousness, as well as the degree to which individuals are assertive, dominant, and experience positive affect. Personality traits, according to Robbins et al. (2008), are a well-accepted method for explaining people's behavior. People differ concerning how aggressively pursue their units or their own best interest. Managers with a higher need for power and dominance may find themselves in conflict with other managers more frequently than those with lower needs. People also differ with the respect to their communication skills. The inability to articulate a position clearly to others may enhance the chance that motives and goals will be viewed with suspicion. As the result, the type of people in organizations partially determines the existence of conflict between individuals and groups.

2.1.5. Impact of conflict on organizational performance

Conflict in a structured company expresses itself in many forms, whether it occurs in a large corporation or a small department store. As a result, it's important to look at some of the implications that disputes can have. Ogunbameru (2006) distinguished two types of workplace conflict: functional and dysfunctional workplace conflicts.

2.1.5.1. Functional consequences of conflict

According to Rahim (2002), conflict management entails developing effective strategies to reduce conflict dysfunctions and enhance constructive functions to maximize an organization's learning and effectiveness. This implies that managing conflict does not necessarily imply avoidance or termination, but rather a reduction in the likelihood of non-productive escalation. Formal workplace conflict is defined as an organized expression of dissatisfaction articulated through a trade union or other workers' representatives (Ogunbameru, 2006). This type of conflict is highly visible since it is often a conscious strategy or calculated attempt to obtain alteration in

1. The conflict between divergent views in the organization often results in higher quality decisions of the favored position of a group to be questioned. If a favored position of a group is to be questioned, this leads to being intensive discussion and deep search so that superior decisions are made. The superior decision often results when multiple

alternatives are available and initially favored alternatives are re-examined in light of new evidence.

2. Conflict among groups often increases their cohesiveness and strengthens them. Members of groups in conflict often increase their identification and loyalty to the group.
3. Conflict may make life more interesting in organizations. Disagreements and divergent viewpoints stimulate and arouse organizational members. Conflict also provides the opportunity to test ideas and assess performance.
4. Conflict can highlight the important problems in the organization. Disagreement groups may bring problems to the surface and may lead to changes that improve overall organizational functioning. Conflict also can lead to the design of methods for resolving conflicts in the future.

2.1.5.2. Dysfunctional consequences of conflict

According to Ogunbameru (2006), work-related conflict is dysfunctional when it is not based on any systematic organizational problem but arises directly from a source of grievance and is ostensibly entirely expressive. In this regard, the underlying sources cannot be seen openly but can be deduced from employees' unconscious forms of protest, sabotage, unruly behavior, and poor work attitudes. If the problem is widespread enough, it can have a significant impact on employee job description focus, turnover, and an organization's profitability (Kazimoto, 2013). Conflict can have a positive outcome in the organization, but it would be wrong to dwell too heavily on its functional aspects because often it was dysfunctional consequences.

2.1.6. Managing conflict

Recognizing conflict sources in any organization is the first step in developing a conflict resolution mechanism (Robbins and Judge, 2008; Rahim, 2002, Elmagri, M.I. and Eaton, D., 2011). The most effective way to manage conflict in organizations is to pursue a positive action rather than a negative force that would intimidate an individual or a group. Effective conflict management involves eliminating or reducing conflict which is too high and dysfunctional for the organization's performance, or stimulates conflicts to a functional level, there by contributing positively to organizational performance. It is possible to conclude that it is the mismanagement of conflict rather than conflict itself that causes real trouble in an organization. Therefore, a

helpful approach for the manager is to manage it so that an appropriate and effective means for the manager is for achieving goals can be followed.

2.1.6.1. Conflict management mode

Conflict resolution and management must meet everyone's needs and concerns, including your own, for you to be more successful and satisfied at work (Swinton, 2008). Conflict management style is often viewed in terms of two-dimensional models. (Thompson) suggested five styles: Competitive, Integrating or sharing, Avoidant, Collaborative and accommodating. The choice and application of the five conflict resolution types are likely to be influenced by both individual and situational factors.

Conflict management modes developed by Thomas (1976) and Rahim (1983) are still widely used by managers and individuals today (Daly et al., 2010; Holt and DeVore, 2005). Thomas categorizes the five personality types into a two-dimensional structure that includes assertiveness, or the desire to address one's problems, and cooperativeness, or the desire to address the concerns of others.

These represent different combinations of assertiveness and cooperativeness.

1. **Competition (Dominance)**

The competition conflict handling is high on assertiveness, and low or cooperativeness, this strategy power-oriented and associated with direct physical hostile and heavy dependence on punishment, to gain control over others. One party's gain is another party's loss. Parties use weapons like fights, arguments, intimidation to achieve their goals. Such style generally created forces that aggravate the struggle and does little to discover, an innovative, constructive solution acceptable to all.

2. **Avoiding (Withdrawal)**

This strategy is associated with behaviors such as withdrawal, indifference, evasion, apathy, fight to depend upon cause, and isolation; parties to conflict fail to address important problems. They may detach themselves from the conflict believing that conflict avoidance is more mature and reasonable than childish arguments. It is only a method of avoiding conflict. The person stays out of conflict, ignores disagreements takes no position on the issues involved, and may even be

hesitant to take about the situation. As a result, the conflict is not effectively resolved, not eliminated.

3. **Accommodating (Smoothing)**

The accommodative conflict handling strategy is low in assertiveness and high in cooperatives. The groups will be generous and self-sacrificing.

The strategy accommodating is focused on the similar interests of the conflicting group and de-emphasis on their differences. Implicit in this style is the belief by the individual or groups that others will cut off their relationship if he or she expresses self-oriented concerns. So better go allow with whatever the other person requests, rather than get into difficulties of confrontation. Smoothing is a more sensitive approach than the withdrawal approach. Smoothing can be used when a temporary solution is needed in the short run.

4. **Compromising style (Loss-loss)**

This is a traditional method of resolving conflict. Since each party is expected to give up something of value in exchange for a concession, there is no clear winner or loser. It's widely used when there's a disagreement about priorities, behaviors, or beliefs. It is effective when the sought-after goal (for example resource sharing) can divide. In this style, the emphasis is on the process and typically involves negotiation and a series of securities. The amount is given up by each party in the conflict, however, will be in direct relation to its strength.

5. **Problem-solving style**

Problem-solving is said to be the opposite of conflict situation, parties it demands a complete rethinking of conflict situation, parties openly share information attempt to listen and develop empathy there is an attempt to depersonalize the issue.

Parties debate the issue bringing together all relative information, consider the full range of alternatives, and try to solve the problem rather than merely trying to accommodate different points of view. Through sharing and communicating, the problem is mutually defined. Questions of who is right on wrong; who win or loses are avoided.

2.1.6.2. Managing Conflict through simulation

As it is already mentioned, there are situations where conflict is dysfunctional because it is too high; however, they're also a situation in which there is a sufficient amount of conflict. If groups become too co placement because everything always operates smoothly, management may benefit from stimulating conflict. Lack of any disagreement can lead to sub-optimum performance, including inferior decision-making.

What management to do to encourage conflict for constructive purposes?

This section examines three techniques that have been used successfully to stimulate conflict to a functional level: Communication, bringing, an outside individual into the group, stimulating competition (Invancevich, 1990:321) by intelligent use of organization's communication channels to create ambiguity, re-evaluation, or confrontation. Information that is threatening (e.g., a proposed budget cut) can simulate functional conflict in a department and improve performance carefully planned rumors also can serve useful purposes. A technique widely used to "bring" back to life" a stagnant organization or submit of an organization is to hire or transfer individuals whose attitudes, values, and background differ from those of the group's present members. This is to ensure a diversity of viewpoints on the organization.

The third technique, stimulating competition among groups involves the use of a variety of incentives, such as awards and bonuses for outstanding performance. If properly utilized, such incentives can help maintain a healthy atmosphere of competition that may result in a functional level of conflict.

Lastly, a conclusion can be made that conflict cannot ever be eliminated in the organization. Hence, it should be attempted to live with conflict by managing it, thereby exploiting it for the beneficial work of the organization. To do so, one has to develop the skill in analyzing conflict, getting their sources, give the remedial treatment and turn their disruptive wheel to the building one for the better of the organization.

2.2. Empirical Review

There were extensive empirical studies about factors affecting organizational conflict and conflict management practice. Therefore, in this section, the most selected and related empirical findings of related literature were presented.

2.2.1 Interdependence

(Somech, 2008) Studied Managing Conflict in School Teams: The Impact of Task and Goal interdependence on Conflict Management and Team Effectiveness. The findings indicated that, organizational conflict had a negative and significant relationship with interdependence.

(Langfred, 2007) conducted research on the downside of self-management: A longitudinal study of the effects of conflict on trust, autonomy, and task interdependence in self-managing teams. Finding indicate that, task conflict appears to have a significant, negative relationship with interdependence.

2.2.2 Communication problem

Adu et al., (2015) conducted research on the role of conflict management in improving relationships at work: The moderating effect of communication. The researcher founded that, communication will moderate the relationship between conflict management and relationship at work and the analysis confirmed that there exists a significant relationship between conflict management and communication at the workplace.

(Üstüner & Kiş, 2014) studied the relationship between Communication Competence and Organizational Conflict: A Study on Heads of Educational Supervisors. The study revealed that, a negative moderate level of correlation was found between communication competence and organizational conflict levels of heads of educational supervisors. Thus, it can be said that as the heads of education supervisors' communication competence increases, the organizational conflict decreases significantly. In addition, communication competence was found to predict organizational conflict significantly.

(Wu et al., 2017) investigated the relationship between communication-conflict interaction and project success among construction project teams and found out that communication willingness

has a positive effect on the process and task conflict, and a negative one on relationship conflict. In addition, efficient formal communication decreases task and process conflict, while very frequent formal communication is positively correlated with relationship conflict. Finally, it was concluded that informal communication negatively affects project success.

2.2.3. Role conflict

(Guenter et al., 2016) studied When Task Conflict Becomes Personal: The Impact of Perceived Team Performance in the organization. The researchers founded that, role conflict is positively correlated with organization conflict and negatively associated with perceived team performance

(Lehmann-Willenbrock et al., 2011) conducted research on Task and Relationship Conflict at Work Construct Validation of a German version of John's intra group Conflict Scale. The finding indicates that, role conflict was beneficial for performance in non-routine tasks (but not in routine tasks). Relationship conflict had a negative impact on team viability and coworker trust.

(Jehn et al., 2008) conducted research on The Effects of conflict Types, Dimensions, and the Emergent States on Group Outcomes. The researcher founded that, role conflict also increased positive emergent states within the organization, which marginally and positively influenced group performance.

2.2.4 Personal characteristics of employees about his/her value.

(Nina Pološki Vokić Sanja Sontor et al., n.d.) studied research on the relationship between individual characteristics and conflict handling styles in the case of Croatia. The researcher founded that; individual characteristics relate significantly to the conflict handling style.

(Joyce Shapiro, n.d.) Conducted research on Identifying the Factors That Influence Conflict Management Behavior of Human Resource Professionals in the Workplace: An Analysis of the Relationship between Personality and Conflict Management Behavior. The researcher founded that, there a significant relationship between personal characteristics and conflict management.

(Rani, 2018) Conducted research on Impact of Personality Traits on Conflict Management and Leadership Styles. The finding indicates that, there exists a significant relationship between all the constructs of personality and conflict management.

2.2.5 Conflict handling technique of manager

Ellen Toku, (2014) Studied conflict management practices in selected basic schools in the Ashanti region. The researcher founded that the integrating style of managing conflicts was the most widely used conflict management style in basic schools in the region.

Mustafa et al., (2019) researched managing organizational conflict: A case among organizations in Kosovo. The researcher concluded that managers are using the integrative style more than other styles during conflict occurrences.

Nwosu & Makinde, (2014) researched the assessment of effective conflict management practice in marketing organizations in Kogi state. The researcher founded that more than the average variation in the performance of marketing organizations in Kogi state was predicted by effective conflict management practice. Furthermore, he found that performance was possibly predicted by variables (communication gap, low financial motivator, the activities of cultism, ethnicity, lack of tolerance among employees) that have a significant influence on the competitiveness of marketing organizations in Kogi state.

DrKhlid N. Alshuwairekh (2017) researched assessing employees' perception of conflict management (cause and effect) an empirical study at employees' working on Malathik for real estate development and installments company. The researcher concluded that managers should listen carefully to conflict partners without emotion. They should be more practical when they listen to conflict partners.

2.3. Research Gap

As different empirical studies outlined that they have investigated conflict in different organizations. From the literature review, several researchers agreed that there is a relationship between interdependence, communication problem, role conflict, and personal characteristics of employees about his/her value and organization conflict.

There are several gaps of research conducted ranging from geographical to time as well as the nature of the organization studied.

Despite the study's relevance, the research was conducted in other countries where geographical attributes, political and socio-culture values differ from Ethiopia country, At the national level,

the research on this topic was conducted based on descriptive research type, but our research was conducted based on descriptive and explanatory research type, For example (Maru Bazezew, TIGABU TEKLE (2014), and research on this topic conducted by other researcher have mostly focused on the private sector, but our research was conducted on the public sector. For example (DrKhlid N. Alshuwairekh (2017), Mustafa, et al., (2019)

2.4. Conceptual framework

Conflict at the workplace is inevitable. The organizational conflict theory states that there are varied numbers of conflicts that arise within an organization. Interpersonal conflicts being the most common type of workplace conflict, there are some other areas of conflict as well. These include inter-departmental conflict, the struggle for power among the senior managerial members, the inter-organizational conflict. According to some of the theorists, these conflicts must be resolved to allow the smooth progress of the organization, while others opine that the conflicts at the workplace help to drive the company toward success (Nain, 2017)

In the researcher study, there are two types of variables independent and dependent variables. The dependent variable depends upon the independent variable.

2.4.1. Interdependence

Successful teamwork depends on the sort of synergism that exists amongst all team members (Tarricone & Luca, 2001). This helps to develop an environment where all team members are willing to contribute and participate in establishing and maintaining an effective team environment. Team members must display flexibility in the performance of their jobs through collaboration and interdependence for the team to be productive (Luca & Tarricone, 2001). Commitment to team success and shared goals, interdependence, interpersonal skills, open communication and positive feedback, and suitable team composition are among these characteristics. As a result, structural difficulties are the primary cause of organizational conflict. Businesses are organized using brand lines, countries, and technological specialties. When two sub-units of an organizational structure have different agendas and are operationally interconnected, conflict can emerge.

Based on the above description interdepartmental is one of the influencing factors of the organization conflict and conflict management practice.

2.4.2 Communications problem

The disruption that occurs within the members of the same organization is one of the key causes of workplace conflict. These conflicts might emerge when a member requires information from another colleague who does not respond promptly or does not supply the information requested (Halevy et. al, 2014).

According to Robbins (2001), poor communication is frequently cited as a source of conflicts, which can lead to stress and impede organizational performance. Employees will become stressed in the workplace if they do not learn to communicate effectively within the firm. As a result, communication is seen as critical to establishing trust within an organization (Atkinson and Butcher, 2003; Aubert and Kelsey, 2003), resulting in fewer conflicts and a more positive organizational climate (Atkinson and Butcher, 2003).

2.4.3 Role Conflict

Role conflict occurs when a person does not understand their position and, as a result, feels conflicted because they are unable to match the role's demands. Role conflict, for example, is a circumstance in which none of the expectations are met, such as when a salesperson believes that the boss's expectations and wants are incompatible with the customer's (Omyenah, 2008). There is a role conflict when there are considerable disparities in expectations.

An employee's role is the behavior that is required of them. Every employee in the company plays one or more roles. These positions contain things like a working title, a work description, and an agreement between the person and the company.

2.4.4 Personal characteristics of employees about his/her value

In their study of Middle Eastern organizations, Mukhtar and Habib (2010) discovered that personality type serves as a relationship between conflict and personality type. This relation leads to the conclusion that people have different personality types and, as a result, respond to conflict and conflict management in different ways (Mukhtar & Habib, 2010: 305).

The ranking of the following two aspects is considered as determining the personality type and proclivity for conflict: the individual's drive to satisfy their issues versus the desire to meet the

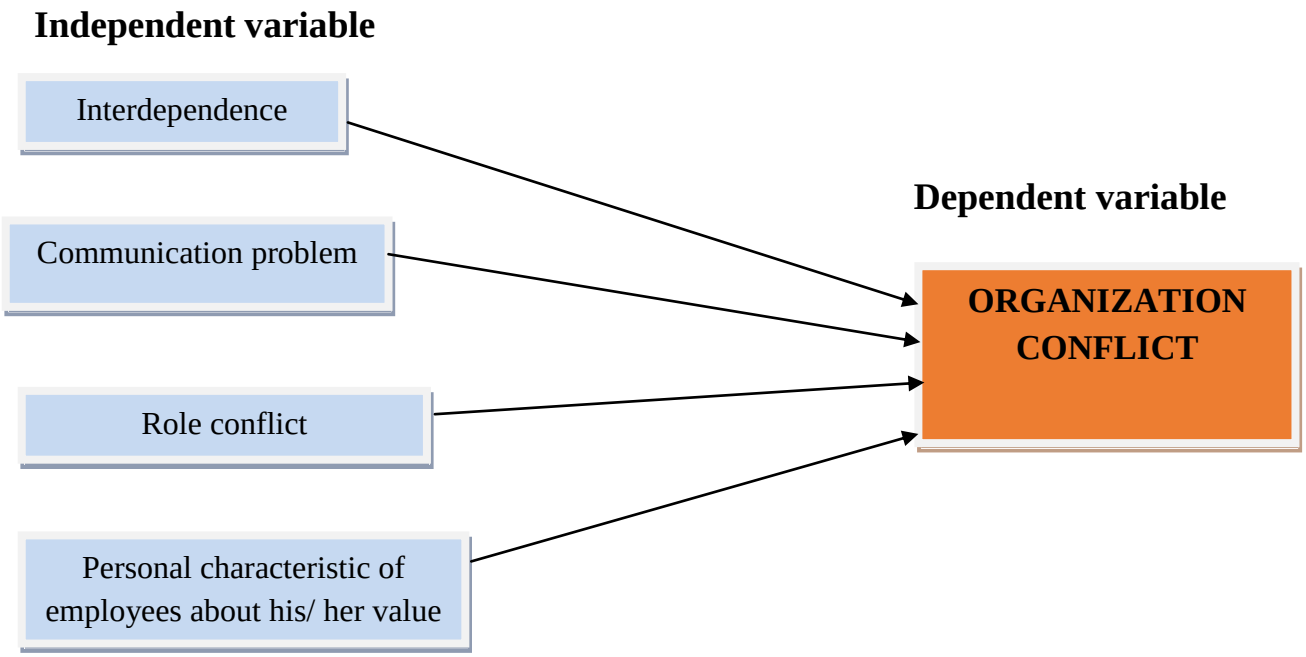
needs of others. Individuals that are focused on resolving their issues have observable extrovert qualities and, as a result, are perceived as having a stronger proclivity to foment conflict in the workplace (Boons thorn, 2007:231; Mukhtar & Habib, 2010:308).

As a result, there is a strong link between personality types and conflict, a conflict that is seen to have an impact on how organizational tasks are performed because the level of commitment to them varies greatly.

To summarize the above description, organizational conflict is influenced by interdependence, communication problems, personal characteristics of employees, and role conflict.

In the researcher study, there are two types of variables independent and dependent variables. The dependent variable depends upon the independent variable. An Independent variable is a variable that is manipulated either by the researcher or by nature. A dependent variable is a variable that is observed or measured, and that is influenced or changed by an independent variable. Independent variables under this study are interdependence, communication problem, Role conflict, and personal characteristics of employees about his/her value. These variables were considered to influence Organization conflict.

According to the theoretical framework the conceptual framework diagram illustrated as follows;



Source: Constructed by the researcher.

Figure 2 conceptual framework

CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter presents the research methodology of the study. The chapter covers research design, approach, the population and sample size, the sampling design, research method, and finally, the chapter concludes by describing the statistical procedures used to analyze the data to achieve the objective of the study. The validity and reliability tests are also discussed.

3.1. The research Design

The research design was used descriptive and explanatory research design. The descriptive technique was discussed data that collected from respondents through questionnaire and interview. At the same time, the explanatory method was applied to indicate the relationship between the independent variable and dependent variable. Therefore, both tools were applied to assess factors that affect conflict and conflict management practice.

The descriptive research design was aimed at describing data, facts, and narratives and provides truthful phenomena. The reason why the researcher used descriptive research design is that this design helps the researcher to describe factors of conflict and conflict management practice and explanatory design used to describe cause and effects that have been experiencing between a dependent variable and independent variable.

3.2. Research Approach

To answer the proposed research questions the study was employed both quantitative and qualitative research designs. It was tried to address the descriptive and causal function.

The qualitative approach helps to contract the theoretical description of the study while the quantitative approach was being used to describe the numerical aspects. Both quantitative and qualitative types of data were collected and analyzed in an integrated manner. The very rationale for choosing the mixed-method research strategy for this particular study lies in the fact that integration of both quantitative and qualitative methods will allow coming through the respondent’s objective and interpretive views. This was in turn contributes much to the inferences of the study results.

3.3. Research Method

3.3.1. Data Source

The two main sources of data were used for the proposed project. The responses of questions put to people constitute the major sources of data in the conducted study and huge amount of data that presented in the paper that includes report, books known as the primary source of data Kumar (2005). The researcher used both types of data.

3.3.1.1. Primary Sources

The researcher collected primary data through closed-ended questioner and interviews from the representative of the total population. The qualitative data type was collected by interview.
The survey questionnaire in this study will contain a five-scale pointing rating from (1) strongly disagree to strongly agree (5) and questionnaire adapt from Rahim Organizational Conflict Inventory-II, and fourteen dimensions of the organizational climate questionnaire (OCQ) developed by Furnham and Gods teen (2007).

The qualitative data type was collected by face-to-face interview. This data was specifically collected on the understanding of organization conflict, Sources of organization conflict, and organization conflict handling technique of Ethiopia Electric Power Head Office. The interview method enables the researcher to obtain in-depth information and elaborate ambiguous answers (Fontana & Frey, 2000). During this study, structured or semi-structured and open-ended questions were used to collect the information from the respondents.

3.3.1.2 Secondary Sources

Office document was used to support the concrete evidence. It was under taken by reviewing documents such as books and others that describe that related with a factor that affects conflict and conflict management practice.

3.3.2. Target populations and sample

3.3.2.1. Target population

Population refers to all elements (individuals, objects, and events) that meet the sample criterion for inclusion in a report. The population of this study consisted of all employees of Ethiopia

Electric Power Head Office who are on permanent. The total populations of the study area consist of 780. From 780 people, valuable data about the organizational conflict was gathered from workers and managers with more than five years of experience. This census survey was used because the employees in Ethiopia Electric Power Head office who are professional's skill was expected to give information about the cause of conflict and conflict management in the organization.

3.3.2.2. Sample size

The total numbers of the population in Ethiopia Electric Power Head Office are 780 that are categorized, 168 managers and 612 employees. Using Yamane (1967) formula the researcher determines the simple size as follows:

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

Where; n = the number of sampling size

N = Total population

e = level of confidence error

With the assumption of n is the sample size, N is the total population of all staff (780) obtained from the human resource management department lists and e is the level of precision or sampling error 5% at 95% confidence level.

$$n = \frac{780}{1 + 780(0.05)} 2 = 264$$

Table 3.1: Sample Size Determination

Population frame	Population size	Sample size
All employees and managers	780	264
Total	780	264

Source: The Researcher Construction (2021)

3.3.2.3. Sampling technique

The researcher was applied simple random sampling which is considered as randomly select participants because the researcher uses this due to it give equal chance for all (non zero chance to participants) on taking a completely random sample of the population and is used when it is believed that the population is reliably homogeneous concerning the research question of interest.

To determine the actual sample, the researcher uses a random sampling technique. As described above the researcher use a simple random sampling selection technique for employees to give them equal chance. But the manager purposively was identified and interview to gate available information.

3.4. Data analysis method

The method of the researcher used to analyze the data is both quantitative and qualitative analysis, such as percentage, tabular representation, and description method.

The data was collected organized, analyzed, interpreted, and discussed according to the objective of the research. All quantitative data were collected and analyzed using descriptive statistics like frequency, percentage mean, and standard deviation. Whereas statistics (Pearson correlation and multiple linear regression) Pearson correlation was applied to observe the relationship of the independent variable and dependent variable multiple linear regression was also applied to show the effects of the independent variable on the dependent variable.

3.4.1. Descriptive Analysis

The descriptive statistics used frequency distributions, percentages, Mean and standard deviation which helped to give a condensed picture of data.

3.4.2. Inferential analysis.

Pearson’s correlation coefficient was used to show relationships between factors that affect conflict and conflict management practice.

Multiple linear regression analysis was used to investigate the relative strength of independent variables on the dependent variable. Both using descriptive statistics and inferential statistics were used SPSS (statistical package for social science) version 23 to analyze quantitative data.

3.5. Validity and Reliability

Checking the validity and reliability of data collecting instruments before providing for the actual study is vital to assure the quality of the data.

3.5.1. Validity

Internal Validity: A pilot study was used to test questionnaires. A pilot study is the conduct of a small version of a larger/main study to determine if all the components of the study will work together (Doody & Doody, 2015). For the pilot test, the researcher was sent 48 questionnaires to the selected respondents to ensure the internal validity of the study. The questions were checked against a set of questions used in similar researches that were undertaken previously.

Based on the respondent's response additional, Omission and modification of the question will be undertaken. To further refine the accuracy of the instrument, a questionnaire was administered to selected colleagues and the organization management members and they review it and were provide their opinion on the questionnaire. In addition, the research advisor also was provided valuable comments on the questionnaire.

3.5.2. Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Noela J. K., 2016). The researcher was used Cronbach's alpha (also called Coefficient alpha) to establish the internal consistency of the quantitative items in the questionnaire.

According to (Hinton et al., 2004) Cronbach's Alpha value ranges from 0 (unreliable test) to 1 (reliable test). An Alpha score above 0.75 is generally taken to indicate a scale of high reliability, 0.5 to 0.75 is generally accepted as indicating a moderately reliable scale, and below 0.5 generally indicates a scale of low reliability.

3.6. Ethical consideration

The researcher will be emphasized the ethical issues in every aspect of this study that demands it. The respondents will be selected based on their consent. Moreover, when the questionnaires are distributed to the respondents, respondents will be informed and guaranteed that the information they provide will be confidential and used solely for academic purposes. Moreover, a statement conforms to the prohibition of disclosing identity detail or personal reference in the questionnaire. This helped to avoid any biased responses or unauthentic data provided by respondents and to make participants feel safe in filling the questionnaire.

CHAPTER FOUR

4. DATA INTERPRETATION AND DISCUSSION

This chapter presented the results of the study with data analysis, interpretation, and discussion. The part of data analysis and interpretation conducted on the information gathered from primary data sources through the distribution of a printed questionnaire to Ethiopia Electric Power Head Office employees. The researcher organized, interpreted, and analyzed the collected data using different tools like frequency, percentage, mean, Standard deviation, correlation, and regression to a condensed set of analyzed data.

4.1 Response rate

The researcher planned to distribute 264 questionnaires to respondents of Ethiopia Electric Power Head Office and 252 questionnaires were returned with available information that is required for the thesis but 12 questionnaires were not returned due to various reasons. From collected feedback, 12 questionnaires were rejected because of incomplete information.

Therefore, with a 240 (90.90%) response rate in this study, the results were considered representative of what would have been obtained from the population.

4.2 Participants Demographics

Table 4.1: Participant Demographics

	Characteristics	Freq.	%
Gender	Male	168	70.0
	Female	72	30.0
	Total	240	100.0
Education	Diploma	15	6.3
	Degree	169	70.4
	MA	56	23.3
	Total	240	100.0
Work Experience	5-10 year	119	49.6
	11-20 Year	80	33.3
	>21 Year	41	17.1
	Total	240	100.0
Age	20-30 year	50	20.8
	31-40 year	126	52.5
	>41 year	64	26.7
	Total	240	100.0

Source own survey: 2021

The above table showed that the number of males 168 (70%) and females 72 (30%) which shows the number of males much greater than females. As a result, it was expected that if a study was conducted in the area, more males than females would participate. As a result of these findings, the implication was that information factors that affect organization conflict and conflict management practice were obtained from a sample that reflected the gender distribution of people in Ethiopia Electric Power Head Office. Regarding the education status of respondent's diploma takes a share of 15 (6.3%), the Degree takes a share of 169 (70.4%) and MA takes a share of 56 (23.3%). As a result, the education background of Ethiopia Electric Power Head Office employees facilitated a better response to questions about factors influencing organization conflict and conflict management practice. Because it was expected that they would understand the questions posed to them. As a result, the information obtained was trustworthy. Regarding the work experience of respondents 119 (49.6%) 5 up to 10 years' experience, 80 (33.3%) respondents have experienced between 11 up to 20 years and above 21 years experiences take part of 41 (17.1%) this shows that majority respondents still have less experience. Ethiopia Electric Power Head Office respondents age categories 20 up to 30 are about 50 (20.8%), 31 up to 40 years are about 126 (52.5%) and above 41 years old are 64 (26.5%) this implies that, information about the factors that affects organization conflict and conflict management practice was obtained employees who were mature and given their age the possibility of them learning about these issues was higher.

4.3 Reliability test

The study has used a questionnaire to investigate factors that affect organization conflict and conflict management practice. Then, the researcher assesses the mod fit reliability and validity of the questionnaire to get confidence in comparing the sample with help of SPSS V-23 the most frequently used Cronbach's alpha. The reliability of the items is presented in the table below.

Table 4.2: Reliability analysis

No	Types of questionnaires	Cronbach's Alpha	No of Items
1	Interdependence	.708	4
2	Communication problem	.745	5
3	Role conflict	.862	5
4	Personal characteristic about his/her value	.687	4
5	Conflict type	.874	7
6	Conflict management techniques	.710	10

Source own survey: 2021

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Noela J. K., 2016). The researcher was used Cronbach's alpha (also called Coefficient alpha) to establish the internal consistency of the quantitative items in the questionnaire.

According to (Hinton et al., 2004) Cronbach's Alpha value ranges from 0 (unreliable test) to 1 (reliable test). An Alpha score above 0.75 is generally taken to indicate a scale of high reliability, 0.5 to 0.75 is generally accepted as indicating a moderately reliable scale, and below 0.5 generally indicates a scale of low reliability. The above table shows that Cronbach's alpha from 0. 687 to 0.874 categories indicating that the survey instrument was generally accepted in terms of internal consistency.

4.4 Descriptive statistics of the Study variables

The respondents were asked to analysis descriptive statistics of the study variables in Ethiopia using the scale: 1= Strongly Disagree, 2= Disagree 3 = Moderately Agree, 4 = Agree, 5 = Strongly Agree.

According to Zaida Tol (2009), the assumption states that a mean score below 3.39 is low, the mean score of 3.4-3.79 is considered moderate and the mean score of 3.79 is a high level. The researcher applied this assumption. The resulting standard deviation of < 1.0 shows that the differences in the responses received were significant.

4.4.1 Factor Affecting Interdependence on Conflict in Ethiopia Electric Power Head Office

Table 4.3: Descriptive Analysis of Interdependence

No	Items		1	2	3	4	5	M	SD
1	Your department cooperates well with another department properly	Count		104	104	32		2.70	.692
		%		43.3	43.3	13.3			
2	In your department, there is no too much work and significantly little time	Count	8	112	120			2.47	.563
		%	3.3	46.7	50.0				
3	Employees of your organization generally support each other well	Count	8	136	88	8		2.40	.612
		%	3.3	56.7	36.7	3.3			
4	The work you perform takes a very short time than the standard requirement	Count		152	64	24		2.47	.671
		%		63.3	26.7	10.0			

Note 1= Strongly Disagree, 2 = Disagree, 3 = Moderately Agree, 4 = Agree, and 5 = Strongly Agree

Source own survey: 2021

According to the above-mentioned table, descriptive analysis of interdependence that measures about four items is provided as follows;

Concerning the issue of Ethiopia Electric Power Head Office department cooperating well with another department properly, the mean score was 2.70, implying that department cooperation with each other is poor. Regarding "in your department, there is too much work and significantly little time", the mean value score was 2.47 this implies the work and a given time are not balanced. Concerning the issue of "employees of your organization generally support each other well," the mean score was 2.40 this clearly shows that Ethiopian Electric Power Head Office employees the way of supporting each other was poor. Regarding "The work you perform takes much less time than the standard requirement," depending on the issue, the mean score was 2.47, implying that the given work and the organization's standard requirement are not much different.

According to Zaida Tol (2009), the above findings indicate that the mean level of all items was very low, implying that Ethiopia Electric Power Head Office employees from various departments are not collaborating and interdependent for the team to be productive, and structural difficulties are the primary cause of organizational conflict.

4.4.2 Factor affecting Communication problems on Conflict in Ethiopia Electric Power Head Office.

Table 4.4: Descriptive Analysis of Communication problem

No	**Items**		**1**	**2**	**3**	**4**	**5**	**M**	**SD**
1	Employees in your organization do spend too much time on essentials discussion.	Count		88	112	32	8	2.83	.780
		%		36.7	46.7	13.3	3.3		
2	You are kept adequately informed about significant issues in the organization as a whole.	Count		8	128	88	16	2.47	.671
		%		3.3	53.3	36.7	6.7		
3	You are kept appropriately informed by the grapevine and other informal means	Count	8	72	128	32		2.77	.717
		%	3.3	30.0	53.3	13.3			
4	Your department is kept adequately informed about significant issues in the organization as a whole	Count	8	80	144	8		2.63	.606
		%	3.3	33.3	60.0	3.3			
5	You understand clearly how you can contribute to the general goals of the organization.	Count		120	88	24	8	2.67	.790
		%		50.0	36.7	10.0	3.3		

Note 1= Strongly Disagree, 2 = Disagree, 3 = Moderately Agree, 4 = Agree, and 5 = Strongly Agree

Source own survey: 2021

According to the above-mentioned table, descriptive analysis of Communication problem that measures about five items is provided as follows;

From the above table, we can understand that issues say within your organization do spend too much time on essentials discussion the mean score was 2.83this indicate that Ethiopia Electric Power Head Office employees are spending their work time on unessential discussion. Regarding the issue, you are kept adequately informed about significant issues in the

organization. As a whole, the mean score was 2.47. This implies that the Ethiopia Electric Power Head Office cannot be informed about significant issues of the organization for the employees.

The issue says that "You are kept appropriately informed by the grapevine and other informal means" The mean score was 2.77, indicating that the Ethiopia Electric Power Head Office is unable to keep employees properly informed about the grapevine and other issues. From the above table, we can understand that issues said within your department are adequately informed about significant issues as feedback indicates the mean score was 2.63. This implies that the Ethiopian Electric Power Head Office organization cannot be properly informed about the significant issues for the different departments. The mean score for "you understand clearly how you can contribute to the overall goals of the organization" was 2.67. This implies that employees at the Ethiopia Electric Power Head Office are unsure of how to contribute to their responsibilities.

According to the discussion above, the communication problem has a low level of significance, indicating that employees of Ethiopia Electric Power Head Office received information from another colleague who did not respond promptly or did not supply the information requested and that improper communication as a result of communication barriers led to misunderstanding, which is the manifestation of conflict among employees.

4.4.3 Factor affecting the role conflict on Conflict in Ethiopia Electric Power Head Office

Table 4.5: Descriptive Analysis of Role Conflict

No	**Items**		**1**	**2**	**3**	**4**	**5**	**M**	**SD**
1	You have clear goals and objectives for your job in your organization	Count		13	6	144	77	4.19	.728
		%		5.4	2.5	60.0	32.1		
2	You know what your responsibilities are	Count			5	108	127	4.51	.541
		%			2.1	45.0	52.9		
3	You know exactly what is expected of you	Count		5	15	139	81	4.23	.656
		%		2.1	6.3	57.9	33.8		
4	You are known what most people in the organization do	Count		5	23	90	122	4.37	.743
		%		2.1	9.6	37.5	50.8		
5	You know your department's responsibility properly	Count			27	127	86	4.25	.642
		%			11.3	52.9	35.8		

Note 1= Strongly Disagree, 2 = Disagree, 3 = Moderately Agree, 4 = Agree, and 5 = Strongly Agree

Source own survey: 2021

According to the above-mentioned table, descriptive analysis of Role Conflict that measures about five items is provided as follows;

According to the results of the above table, they have clear goals and objectives for their job in their organization. The mean score was 4.19, which is a high mean level, indicating that Ethiopian Electric Power Head Office employees were satisfied with this issue. The mean score for knowing what your responsibilities are was 4.51, indicating that the mean value was very high and employees of the organization were aware of their responsibilities. The issue you know exactly what is expected and know what they do respectively; the result means a value of 4.23 and 4.37 respectively, which is a high mean level, and employees are satisfied with these issues. About "you know your department's responsibility properly" shows that the mean score was 4.25. This implies that Ethiopia Electric Power Head Office employees know their department's responsibility.

According to Zaida Tol's (2009) assumption, the above findings indicate that the mean level of all items is high and the majority of employees agreed with all items. It means Ethiopia Electric Power Head Office employees understand their position and know their role.

4.4.4 Factor affecting Personal characteristic on Conflict in Ethiopia Electric Power Head Office.

Table 4.6: Descriptive Analysis of Personal characteristics of employees about his/her value

No	**Items**		**1**	**2**	**3**	**4**	**5**	**M**	**SD**
1	You feel valued by your colleagues in the department	Count		144	24	72		3.20	.601
		%		60.0	10.0	30.0			
2	You feel valued by your colleagues in the organization as a whole	Count	16	168	56			2.53	.523
		%	6.7	70	23.3				
3	You valued your colleagues in the organization as a whole	Count	64	152	24			1.83	.583
		%	26.7	63.3	10.0				
4	Your department respects another department	Count	72	120	48			1.90	.701
		%	30.0	50.0	20.0				

Note 1= Strongly Disagree, 2 = Disagree, 3 = Moderately Agree, 4 = Agree, and 5 = Strongly Agree

Source own survey: 2021

According to the above-mentioned table, descriptive analyses of personal characteristics of employee about his/her value that measures about four items is provided as follows;

Concerning "you feel valued by your colleagues in the department", the mean score was 3.20. This shows that the mean level was low and respondents did not feel comfortable with their department. The mean score for do you feel valued by your colleagues in the organization as a whole was 2.53, indicating that the mean level was very low and respondents were not appropriately handled within the organization as a whole. Concerning "you valued your colleagues in the organization as a whole", the mean score was 1.83. This shows that the mean level was very low and the organization does not give value to the respondents. Regarding "Your department respects another department", the mean score was 1.90. This indicates that the mean level was very low and departments did not respect each other.

From the above discussion, the mean value of personal characteristics of employees about their values is low. This indicates that different types of people in Ethiopia Electric Power Head Office cannot be treated properly and the majority of participants in the department did not respect each other at the department level.

4.4.5. Summary of the Descriptive Statistics of the study variables

Table 4.7: Summary of the Descriptive Statistics of the study variables

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Interdependence	240	2.00	3.00	2.47	.304
Communication Problem	240	2.00	3.20	2.67	.256
Role conflict	240	3.60	5.00	4.31	.332
Personal characteristics of employees	240	2.00	3.00	2.53	.253
Valid N (listwise)	240				

Source own survey: 2021

Generally, from the above discussion, the result factors that affect organization conflict indicate that Communication Problem is the most important cause of conflict because its mean value is the highest (2.67) than personal characteristics of employees about his/her value which is the second most important cause of organization conflict with the mean value of (2.53) and

interdependence is the third most important cause of organization conflict with the mean value of (2.47). It means Communication Problem is the most common cause of organizational conflicts among Ethiopia Electric Power Head Office employees and most conflicts occur due to Communication problems. Personal characteristics of employees about his/her value are also a common cause of conflicts because employees of Ethiopia Electric Power Head Office do not respect each other. So, they start negatively perceiving others, and then conflicts start emerging among them. Interdependence is also a common cause of organizational conflicts because when employees of different departments do not cooperate and support each other properly it becomes difficult for them to achieve the ultimate goal which creates conflict among subordinates and supervisors.

The final variable, Role conflict, has the highest mean (4.31), but it is not a factor of organizational conflict in Ethiopia Electric Power Head Office employees because the results show that there was no problem with this variable.

4.4.6. Types of Conflict in Ethiopia Electric Power Head Office

Table 4.8: Descriptive Analysis of conflict type

No	**Items**		**1**	**2**	**3**	**4**	**5**	**M**	**SD**
	Interpersonal conflict								
1	In your organization conflict always occurs between employee and employee	Count	8	104	112	16		2.57	.669
		%	3.3	43.3	46.7	6.7			
2	There is personal interference within in work position activities.	Count		96	72	64	8	3.53	.838
		%		40.0	30.0	26.7	3.3		
3	There is individual idea related conflict in the organization	Count		80	96	48	16	3.00	.896
		%		33.3	40.0	20.0	6.7		
4	There is individual conflict related on lack of incentive.	Count		56	64	88	32	3.40	.989
		%		23.3	26.7	36.7	13.3		
	Intergroup conflict								
5	There is group idea related conflict in the organization	Count			104	40	96	3.97	.914
		%			43.3	16.7	40.0		
6	There is a conflict between groups and individuals in your organization.	Count			72	88	80	4.03	.797
		%			30.0	36.7	33.3		
7	Conflict occurring among teams in your organization when team lie with one another.	Count		8	16	152	64	3.87	.921
		%		3.3	6.7	63.3	26.7		

Note 1= Strongly Disagree, 2 = Disagree, 3 = Moderately Agree, 4 = Agree, and 5 = Strongly Agree

Source own survey: 2021

According to the above-mentioned table, descriptive analysis of type of conflict that measures about seven items is provided as follows;

Concerning interpersonal conflict in Ethiopia Electric Power Head Office, the result of the above table, conflict within employees occurred and was supported by the mean score of 2.57. This implies that the mean level was low and there was no conflict between employees. The mean score for "There is personal interference within work position activities" was 3.53. This indicates that the average level was moderate, with medium personal interference within work position activities. Concerning "There is individual idea-related conflict in the organization", the mean score was 3.00. This shows that there is no individual idea-related conflict. Regarding "There is individual conflict related to lack of incentive", the mean score was 3.40. This indicates that the mean level was medium and there is a medium level of incentive-related conflict. Concerning intergroup conflict in Ethiopia Electric Power Head Office, the above table resulted in a mean score of 3.97, indicating that the mean level was high and there was an intergroup conflict in Ethiopia Electric Power Head Office. The mean score for "There is a conflict between group and individual in your organization" was 4.03. This demonstrates that the mean level was extremely high and that there is a conflict between the department and the individual. Lastly, concerning "Conflict occurring among teams in your organization as when teams lie with one another", the mean score was 3.87. This shows that participants were shown that there is conflict among teams.

According to Zaida Tol's (2009) assumption, the above findings indicate that the mean level of interpersonal conflict for the majority of respondents takes place at a medium level, and in the case of intergroup conflict; the majority of respondents take place at a high level. This finding indicates that, of the two types of conflict, intergroup conflict predominates over interpersonal conflict, and that the majority of respondents are not handled appropriately within an organization.

4.4.7. Organizational conflict management techniques

Table 4.9: **Descriptive Analysis of organizational conflict management techniques**

No	**Items**		**1**	**2**	**3**	**4**	**5**	**M**	**SD**
1	Managers of the organization are tries integrate their ideas with those of his/her subordinates to come up with a decision jointly.	Count	19	131	39	44	7	2.54	.976
		%	7.9	54.6	16.3	18.3	2.9		
2	Managers of the organization are trying to work with his/her subordinates to find a solution to a problem.	Count	15	92	30	92	11	2.97	1.09
		%	6.3	38.3	12.5	38.3	4.6		
3	Manager often go along with the suggestion of his/her subordinates.	Count	18	101	73	42	6	2.65	.938
		%	7.5	42.1	30.4	17.5	2.5		
4	Manager try to satisfy the expectations of his/her subordinates.	Count	19	127	41	44	9	2.57	1.00
		%	7.9	52.9	17.1	18.3	3.8		
5	Manager use his/her authority to make decision in his/her favor.	Count	16	15	48	150	11	3.52	.933
		%	6.7	6.3	20.0	62.5	4.6		
6	Manager sometime uses his/her power to win a competitive situation.	Count	11	29	45	147	8	3.47	.914
		%	4.6	12.1	18.8	61.3	3.3		
7	Manager usually avoids open discussion of his/her differences with his/her subordinate.	Count	22	36	35	139	8	3.31	1.06
		%	9.2	15.0	14.6	57.9	3.3		
8	Managers try to stay away from disagreement with their subordinates.	Count	16	32	52	137	3	3.33	.957
		%	6.7	13.3	21.7	57.1	1.3		
9	Manager tries to find a middle course to resolve an impasse.	Count	13	109	85	32	1	2.58	.804
		%	5.4	45.4	35.4	13.3	.4		
10	Manager use "give and take" so that a compromise can make.	Count	21	90	51	72	6	2.80	1.04
		%	8.8	37.5	21.3	30.0	2.5		

Note 1= Strongly Disagree, 2 = Disagree, 3 = Moderately Agree, 4 = Agree, and 5 = Strongly Agree

Source own survey: 2021

According to the above-mentioned table, descriptive analysis of organization conflict handling technique that measures about five items is provided as follows;

Regarding "Managers of the organization trying to integrate their ideas with those of their subordinates to come up with a decision jointly" The mean score was 2.54, indicating that the low level of mean and cooperation between the manager and employees of Ethiopia Electric Power Head is insufficient to reach a decision jointly to manage the conflict. Regarding "Manager of the organization tries to work with his/her subordinates to find a solution to a problem", this statement also means the score was 2.97. This implies that the mean level was very low and still the majority of respondents were dissatisfied. The mean score for "Managers

frequently give suggestions to their subordinates" was 2.65. This indicates that the mean level was very low, and employees are dissatisfied with this issue. Regarding "managers attempted to satisfy his/her subordinates as they expected" the mean score was 2.57 this implies that; the mean level was very low and the majority of employees disagree on this issue.

The issue about "Manager uses his/her authority to make decisions in his/her favor" result was 3.52. This indicates that the mean level was medium and the manager tried to use his/her authority to make decisions at a medium level and concerning "Manager sometimes uses his/her power to win a competitive situation", the mean score was 3.47 respectively. This indicates that the mean level was medium and the manager sometimes uses his power. Concerning "Manager usually avoids open discussion of his/her differences with his/her subordinate", the mean score was 3.31. This shows the mean level was low and employees of Ethiopia Electric Power Head Office aren't satisfied with this issue. Regarding "Managers try to stay away from disagreement with their subordinates", the mean score was 3.33. This result implies that the mean level was low and the majority of respondents were dissatisfied with this issue. Concerning "Manager tries to find a middle course to resolve an impasse", the mean score was 2.58. This result implies that the mean level is very low and the manager cannot try to solve the problem in the middle course. Lastly, about "Manager uses" give and take "so that a compromise can be made", the mean score was 2.80, showing that the mean level was very low and the manager could not use the give and take strategy.

According to Zaida Tol (2009), the assumption the above findings indicate that the majority of respondents' mean level of organizational conflict management techniques is low, and Ethiopia Electric Power Head Office managers struggle to manage employees properly and integrate with employees is poor to achieve organizational goals.

4.4.8. Data Collected Analysis Through the interviews

Three managers were interviewed about how they manage conflicts that occur in the organization. To assess their feedback, four questions were forwarded. They provided according to the following.

For the question of how management understands conflict, the responses of managers were grouped conflict into two categories they are negative conflict whether it is negative or positive it

occurs between employee, between manager and employee, and also conflict occurs between customer and employee. Conflict may be an obstacle to our organization's work or it smoothies our tasks said, managers.

The regarding the source of conflict managers reacted to those different causes are:

- Different employee benefit
- Performance of employee
- Employee promotion
- Not respecting work time
- Not keeping of organization value
- The desire for extra beneficial
- Salary
- Allowance

For the question when conflict created between individual, among group and department how it will be handled their reactions were:

The conflict that is raised between individual, group or department first the chance is given to the owner of the conflict to deal it and solve if the situation is behind them it is seen by grievance committee and finally when it is far behind the issue will be seen by the court.

The last question managers and employees how to solve destructive conflict with integrity. According to managers' reaction to protect against destructive conflict the following points will be applied.

- Give value to an individual employee as a group or organization as a whole.
- All organization members treat each other as family members.

Therefore, the respondent's feedback regarding conflict and conflict management practice is different from the manager's interview. According to the respondents' responses, there is a disagreement between employees, employee to manager, employee to the department, and department to management; however, the interview managers stated that as long as all activities run smoothly, there is no negative conflict and disagreement between employers and employees, employees to managers, and department to managers. The managers approved the conflict

handling technique process by a grievance court committee that was established by Human Resource Management, but there was no active involvement of the manager.

4.4.9. Correlation Analysis of the study variables

In the research study, the researcher was used Pearson's Product Moment Correlation Coefficient- Pearson's r. According to Chee & Queen, (2018) Pearson's r is a measure of the linear relationship between two interval or ratio variables and can have a value between -1 and 1. The advantage of using Pearson's r is that it is a simple way to assess the association between two variables; whether they share variance if the relationship is positive or negative, and the degree to which they correlate. In this study Pearson's Product Moment Correlation Coefficient - Pearson's r was used to determine the following relationship:

- The relationship between interdependence and organization conflict in Ethiopia Electric Power Head Office.
- The relationship between Communication problems and organization conflict in Ethiopia Electric Power Head Office.
- The relationship between role conflict and organization conflict in Ethiopia Electric Power Head Office.
- The relationship between personal characteristics of employees about his/her value and organization conflict in Ethiopia Electric Power Head Office.

Table 4.10 Correlations between the dependent and the independent variables

		1	2	3	4	5
1. Conflict	Pearson Correlation	1				
	Sig. (2-tailed)					
2. Interdependency	Pearson Correlation	-.720**	1			
	Sig. (2-tailed)	.000				
3. Communication problem	Pearson Correlation	-.748**	.722**	1		
	Sig. (2-tailed)	.000	.000			
4. Role conflict	Pearson Correlation	-.067	.050	.061	1	
	Sig. (2-tailed)	.299	.443	.347		
5. Personal character	Pearson Correlation	-.580**	.411**	.539**	-.137*	1
	Sig. (2-tailed)	.000	.000	.000	.034	

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source own survey: 2021

The correlate matrix indicated that there is the strong negative correlation between Communication problem and organization conflict ($\beta = -.748^{**}$) ($p = 0.00$) and secondly there were negative strong correlation between interdependence and organization conflict ($\beta = -.720^{**}$) ($p = 0.00$). In addition, personal characteristics of employees were weak and negative ($\beta = -.580^{**}$ ($p = 0.00$) correlated to organization conflict. While, role conflict has negative correlation with organizational conflict, but it was insignificant because p value of role conflict ($\beta = -.670^{**}$ ($p = 0.299$) was greater than 0.05.

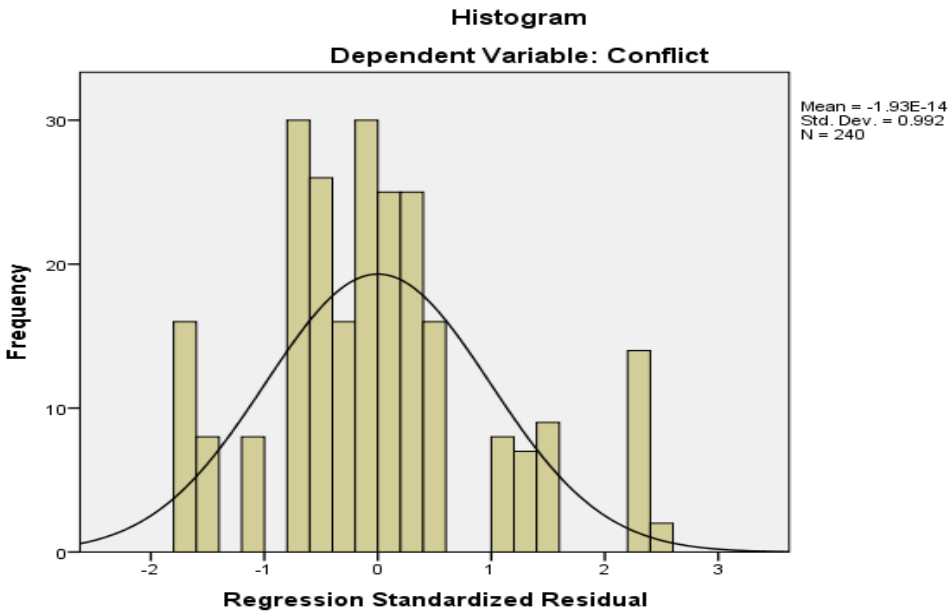
4.4.10. Regression Assumptions Test

According to Hair et al, 2010 description, if the number of independent variables in the study is only one while in the case of more than one independent variable in the study, the researcher has to make use of multiple regression models. Therefore, to analyze the impact of interdependence, communication problems, personal characteristics of employees about his/her value and role conflict on organization conflict and to evaluate the proposed hypothesis, multiple linear regression analysis is utilized, with a focus on standard beta values and P-values.

4.4.10.1. Test of Normality

Normality test refers to the linear regression analysis that requires all variables to be multivariate normal. This assumption can best be checked with a histogram or a Q-Q-Plot (David. G,2012).

It demonstrates that the data is regularly distributed. Using SPSS version 23, the kurtosis and skewness values were evaluated to see if the data was normal. The degree to which cases are grouped towards one end of an asymmetric distribution is measured by skewness. In general, the further the skewness value deviates from zero, the less likely the data are to be regularly distributed. The level of peak in a histogram is measured by kurtosis. Positive kurtosis is found in the high peak, while negative kurtosis is shown in the flatter distribution (David. G, 2012). A histogram is simply a graph that plots a frequency distribution of data for a variable. The variable's values are represented on the X-axis, while the frequency is represented on the Y-axis. Histograms are a useful tool for determining whether your data is regularly distributed.



Source own survey: 2021

Figure 3: **Independent grouped frequency distribution for organization conflict**

The above graph indicated that the frequency distribution of respondents' respond on independent variables was almost normal that influence organizational conflict. Data meet the assumption of error is normally distributed and the variance of the residual being constant.

Table 4.11. Multicollinearity Test

Collinearity Diagnostics [a]								
Dimension				Variance Proportions				
	Tolerance	VIF	Condition Index	(Constant)	Interdependence	Communication Problem	Employees Personality	Role Conflict
(Constant)			1.000	.00	.00	.00	.00	.00
Interdependence	.400	2.499	10.989	.00	.03	.01	.31	.00
Communication Problem	.474	2.112	26.688	.01	.13	.04	.27	.56
Employees Personality	.642	1.558	40.243	.00	.79	.81	.04	.02
Role Conflict	.995	1.005	54.211	.99	.05	.14	.37	
a. Dependent Variable: Organization conflict								

Source own survey: 2021

The Multicollinearity test indicated that all dimension of the Variance Inflation Factor (VIF) is <10 which was shows that the multiple regression model is highly linearly related and due as well two or more predictor variables in multiple regressions are highly correlated, meaning that

one can be linearly predicted from the other. Generally, Pearson correlation and multiple regressions are supported and valid by the Multicollinearity test.

4.4.11. Multiple Regression Analysis

In this stage of the research, the regression analysis has been run to assess the impact of interdependence, communication problem, role conflict, personal characteristics about his/her value on the organization conflict in Ethiopia Electric Power Head Office.

Table 4.12 **Model Summary**

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.819[a]	.671	.665	.18073	.671	119.560	4	235	.000

a. Predictors: (Constant), Interdependence, role conflict, personal characteristics of employees, Communication problem.

The above model summary table displayed the correlation value interdependence, communication problem, role conflict, personal characteristics of employees about his/her value found to be 0.819 and its share value negatively favorable employee conflict with 81.9%. R^2 (coefficient of determination) also indicating that four variables (interdependence, communication problem, role conflict, personal characteristics of employees about his/her value) the four predictor variables value of 0.671 indicates about 67.1% variation in conflict has existed and the remaining portion about 32.9% occurred by an external factor that considered in the study. Conflict at the significant level of p = .00 was also F-statistic (4, 235) = 119.56. Then, the hypothesis was accepted. Generally, the study found a significant relationship between independent variables and conflict in Ethiopia Electric Power Head Office.

Next, the adjustment of the relative standardized beta weight (β) values of the four predictor variables on the dependent variable is reported in the table below.

Table 4.13: Coefficients for the Predictor Variables

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	6.519	.211		30.961	.000	6.104	6.934
Interdependence	-.373	.056	-.363	-6.708	.000	-.483	-.264
Communication Problem	-.420	.072	-.345	-5.841	.000	-.562	-.279
Role conflict	-.059	.036	-.063	-1.643	.102	-.130	.012
Personal characteristics of employee	-.312	.056	-.254	-5.581	.000	-.423	-.202

Dependent Variable: Organization conflict

Source own survey: 2021

4.4.12. Hypothesis Testing Using Multiple Regressions

Correlation analysis is the most basic method for identifying the relationship between dependent and independent variables in a research study, but it does not assess the effect of the two variables.

In regression analysis most common to evaluate the cause of independent variables (Interdependence, communication problem, Role conflict, and personal characteristics of employee about his/her value) on the dependent variable (Organization conflict) each hypothesis was tested based on standardized coefficients beta and p-value (the hypothesis rejected or not rejected).

Hypothesis 1: Interdependence has a negative relationship with organizational conflict.

From table 4.13 observed that there is a negative and significant relationship between interdependence and organization conflict with the beta value (β = -.363 $P < 0.05$) at a 95% confidence level. The beta value (0.363) indicated that with one unit decrease in interdependence there will be a 36.3% increase in organizational conflict Therefore, the researcher accepts the hypothesis.

The results obtained confirm by previous findings on the relationship between interdependence and organization by (Somech, 2008) and (Langfred, 2007)in different countries researched.

Hypothesis 2: Communication problem has a negative relationship with organizational conflict.

The result of multi regression found in table 4.13 the value of beta ($\beta = -.345$, $p < 0.05$) at 95% significant level indicated that there was a negative and significant relationship between communication problem and organization conflict. The communication problem result as one unit decreases 34.5 % oppositely conflict increases. Therefore, the researcher accepts the hypothesis. This hypothesis was confirmed by different researchers (Üstüner& Kiş, 2014), and (Wu et al., 2017) in different countries.

Hypothesis 3: Personal characteristics of employees have a negative relationship with organizational conflict. The result of multi regression found in table 4.13 the value of beta ($\beta = -.254$, $p < 0.05$) at 95% significant level indicated that there was a negative and significant relationship between Personal characteristics of employees and organizational conflict. The result showed that as one unit decrease in personal characteristics of employees about his/her value which associated with 25.4% and inversely one unit increase organizational conflict Therefore, the researcher accepts the hypothesis. This hypothesis was confirmed by different researchers(Guenter et al., 2016) and (Lehmann-Willenbrock et al., 2011) in a different countries.

Hypothesis 4: Role conflict has a negative relationship with organizational conflict. The result of multiple regression is found in table 4.13 Role conflict is not significant P (.102) > 0.05, and has, therefore, no substantial contribution to explaining organization conflict. Therefore, the researcher rejects the hypothesis.

CHAPTER FIVE

SUMMARY OF FINDING, CONCLUSION, AND RECOMMENDATION

Introduction

The objective of the study was to investigate the factors that affect conflict and conflict management practice. To realize the objective of the study that was mentioned in the earlier section of the proposed study that was organized in different chapters and sections that deal with different aspects of the study subject, so this final chapter deals with a summary of findings, conclusions, recommendation sections which are presented according to the below.

5.1. Summary of Findings

As the discussion result revealed, factors that affect conflict and conflict management practice do not properly apply because measurement tool that forwarded to employees indicated that there lack of cooperation among the department, the employee does not support each other and even due to the above reasons, there is discord between one department and another, as well as the tension between departments and management, implying that interdependence is in jeopardy.

The majority of respondents agreed that existence of problem concerning communication problem: employees spend more time on unessential discussion, employees do not adequately inform about the important issue of organization, majority of employees get available information from the informal group this shows that the formal structure of the organization which is found at each level not much cohesive to run information and other activities due to a large number of respondents approved the problem.

Regarding the personal character of employee about her/his value each and individual employee not gets value from individual colleagues of the department, from the organization as the whole, and from the department too. This implies that difference that exists among individual and group will affect the activities of the organization due there is lack of respect which in turn approved there is no giving value to each other this promotes conflict which can be categorized under dysfunctional conflict.

Regarding role conflict as the data collected shows that role conflict majority respondents know their responsibility. Considering the issue of the type of conflict, interpersonal conflict, there is an existence of conflict among employees; there is a lot of interference in work activities. In terms of intergroup conflict, there is a group-to-group conflict, group to individual conflict, and negative conflict among teams. In general, intergroup conflict predominates over interpersonal conflict, and the majority of employees are not handled appropriately within an organization.

Regarding organizational conflict management techniques managers uses the strategy of ignorance because the respondent's feedback indicated that: Managers are not cooperated with those of his/her subordinates to come up with a decision jointly to manage the conflict, Managers of the Ethiopia Electric Power Head Office do not try to work with subordinates to find the solution, Managers do not suggest subordinates manage conflict and managers used his/her authority to make a decision in his/her favor and use his/her power to win the competitive situation.

This results in a lack of concentration and coordination among employees which becomes a reason which can affect the work performance of employees and as a result of which overall organizational productivity suffers. Managers use the advantage as functional conflict the objective and goal of organization will be realized. If the conflict leads to dysfunctional conflict the goal will be hindered.

Correlation analysis shows independent variables (interdependence, communication problem, and personal characteristics of employee about his/her value) correlated with the dependent variable (conflict) negatively. Role conflict is not correlated with the dependent variable. This implies that as the independent variable increase dependent variable decreases and vice versa.

5.2. Conclusion

The study investigated factors that affect conflict and conflict management practice do not handle properly to promote functional conflict. All tool items designed by the researcher and the feedback from respondents outlined that as there is a poor handling of conflict and conflict management practice. Therefore, the overall study, indicated that problem of departments cooperation, employees do not support each other, employees kill time on discussing unimportant things, all regarding bodies do not adequately inform about relevant issues, majority of employees get available information from the informal chain, individually do not know exactly about their contribution to the organization, Except role conflict all in all the items that designed by the researcher and responded employee showed that in each case majority respondents dissatisfied with the issues discussed above.

The study investigated also showed that dependent variable and independent variable negatively correlated which implies that when the independent variables (predictor variable) increase the dependent variable decrease which means as scale-up of personal character about his/her value, role conflict, communication problem, and interdependence reversely organizational conflict decreases the opposite one is also true. Regression analysis also showed that the independent (predictor variables) have negative impacts on the dependent variable (organizational conflict). Therefore, the conducted study indicated that independent variable negatively influenced the organization conflict because the data collected approved that their relationship negatively correlated and as independent variable up the dependent variable is down from the discussion point stated above communication problem and interdependence categorized under strong negative correlation with organization conflict but the personal character has a weak negative correlation with organization conflict and role conflict has negative relationship but it was insignificant.

5.3. Recommendation

As the data collected and analyzed regarding factors that affect conflict and conflict management practice in Ethiopia Electric Power Head Office, it is not found to be in a good position because the feedback that collected from respondents approved that the way of identifying conflict and conflict management practice not properly applied in the organization, as a result, majority employees do not happy with the reality found on the ground.

Based on the reality of this finding the following recommendations have been provided to overcome the problem related to solving the conflict that exists in the organization.

Regarding on interdependence

Recognizing the gap department's cooperation, it is better participating heads of departments to enable them to create a cohesive relationship which in turn facilitates experience sharing between departments properly this also laid down cornerstone to solve the conflict that will be created among departments even among individuals in the same department and another department. Recognizing the gap of employees supports each other it is better to create discussion of employees only without involving manger because it creates a free environment to talk about their work openly while they doing so, they build friends hipness. Therefore, managers should use a problem-solving approach to openly share information attempt to listen, and develop empathy there is an attempt to depersonalize the issue.

Regarding on communication problem

Recognizing communication problems, it is advisable to top managers avoid unessential discussion, properly address a significant issue that regarding employees, departments, and the organization as a whole. Proper channels of communication should be maintained to avoid misunderstandings and negative perceptions about each other. This builds trust among employee to employee and manager to employee. Managers better use formal structure to address issues that help to facilitate the goal of the organization and also recommendable to involve process manager and middle manager properly. Therefore, it is advised proper channels of communication should be maintained to avoid misunderstandings and negative perceptions about each other.

Regarding on personal characteristics about his/her value

Concerning the gap of individual value from peer, department and from the organization as the whole top manager be able to abolish such kind of problem because the organization can sustain if and only if an individual can be seen as a precious asset organization than nothing such kind of thought should be implemented in the mind of an individual employee as a core value of the origination. People differ concerning how aggressively pursue their units or their own best interest. So, it is better managers understand the employee's differences and manage properly as their felling. As the result, the type of people in organizations partially determines the existence of conflict between individuals and groups. So, managers of Ethiopia Electric Power Head Office solve the problem of handling individual differences as his/her value is a crucial part of the organization.

Regarding on Types of Conflict

Recognizing conflict of the employee to employee, interference employee activities the regarding bodies like process owner-manager, middle manager and top manager better make work environment fertile ground to held functional conflict which means an individual employee to be able to fight with him/herself about activities they perform and department plan and individual plan must employee regular activities than interference. When there are an interference employee erodes salve, confidence does not motivate them to make decisions dependently.

Recognizing the gap of intergroup conflict managers should follow the art of motivating to create functional conflict among the department, group to individual and individual to individual this could be insured through evaluating weekly performance depends on expectation departments this creates opportunities to identify poor performers of employees that pull lag the departments and others can fight against weak performer that brings about functional conflict.

Regarding conflict handling techniques

There is a different opinion between managers and employees. Managers from Ethiopia Electric Power's Head Office discuss common issues concerning conflict resolution to achieve a common understanding. Management should keep their employees motivated to increase productivity and

by eliminating communication lag so that employees can easily communicate their concerns to management.

Based on the findings of the research and a review of the literature, the researcher has developed conflict handling technique recommendations that are not only appropriate for the Ethiopia Electric Power Head Office but can also be applied in other organizations.

- To begin, managers should create a clear job description to avoid conflict between employees to minimize conflict. Management should also develop a set of rules and policies to ensure that any conflicts that arise within the organization are handled as soon as possible.
- It is better that manager must listen carefully and objectively to their conflict partners. When listening to conflict partners, they should be more practical.
- Managers should devise specific solutions to the problem.
- Managers should develop diverse but appropriate strategies to resolve and manage conflicts as they arise before escalating to an unmanageable level.
- Better training workshops were activated for staff of organizations on conflict handling technique procedures.
- Managers should need to be in charge of fostering an open communication space where employees feel free to express their emotions and grievances if they feel hurt or violated in any way. Management must be flexible in the adoption of styles of conflict management

Finally, in the future researchers who want to make a study on the same issue, advised considering factors affecting conflict and conflict management practice-related issues not touched by this study because this study is limited in its coverage (both thematically and geographically).

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Appendix 1

Addis Ababa University

College of Business and Economics

Department of Master of Business Administration

The questionnaire is to be filled by Ethiopia Electric Power Head Office Employees

This questionnaire is provided by a prospective graduate student of Addis Ababa University College of business and economics and to collect relevant data for the graduation paper.

The primary objective of the questionnaire is to obtain reliable information and opinion about factors that affect conflict and conflict management practice in Ethiopia Electric Power Head Office for this reason the researcher will ask you that you as an employee will freely and openly give your responses.

General Instruction

1. No need to write the name
2. Give a short and brief answer for provided place
3. Give the best answer and put this marking provided box. ☐ √

General Information

1, Sex

Male ☐ Female ☐

2. Age

Below 20 ☐ 20-30 ☐ 31-40 ☐ and above ☐

3. Level of education

Certificate ☐ Diploma ☐ Degree ☐ MA/MSC ☐ . PH.D. ☐ Professor ☐

4. Years of services

5-10 Years ☐ 11-20 Years ☐ 21 and above years ☐

Please respond to each question on a scale from 1 to 5: 1 = Strongly Disagree, 2 = disagree, 3 =Moderately Agree, 4 = agree, 5 = strongly agree. Please indicate your response by putting a tick (✓) mark in the box to the right-hand side of each question.

S/N	Items	Likert- Scale of measurement				
		1	2	3	4	5
	Factors that affect organizational conflict					
	Interdependence					
1	Your department cooperates well with another department properly.					
2	In your department, there is no too much work and significantly little time.					
3	Employees of your organization generally support each other well.					
4	The work you perform takes a very short time than the standard requirement.					
	Communication problem					
5	Employees in this organization do spend too much time on essentials discussions.					
6	You are kept adequately informed about significant issues in the organization as a whole.					
7	You are kept appropriately informed by the grapevine and other informal means.					
8	Your department is kept adequately informed about significant issues in the organization as a whole.					
9	You understand clearly how you can contribute to the general goals of the organization.					
	Role conflict					
10	You have clear goals and objectives for your job in your organization.					
11	You know what your responsibilities are.					
12	You know exactly what is expected of you.					
13	You know what most people in the organization do.					
14	You know your department's responsibility properly.					
	Personal characteristics of employees					
15	You feel valued by your colleagues in the department.					
16	You valued your colleagues in the organization as a whole.					
17	You feel valued by your colleagues in the organization as a whole.					
18	Your department respects another department.					

	The types of conflicts that exist between individual and group					
	Interpersonal conflict					
19	In your organization conflict always occurs between employee and employee					
20	There is personal interference within work position activities.					
S/N	Items	Likert- Scale of measurement				
		1	2	3	4	5
21	There is individual idea related conflict in the organization.					
22	There is individual conflict related to a lack of incentive.					
	Intergroup conflict					
23	There is group idea related conflict in the organization					
24	There is a conflict between groups and individuals in your organization.					
25	Conflict occurring among teams in your organization as when team lie with one another.					
	Organizational conflict management techniques					
26	Manager of the organization are tries integrate their ideas with those of his/her subordinates to come up with a decision jointly.					
27	Manager of the organization are tries to work with his/her subordinates to find solution to a problem.					
28	Manager often go along with the suggestion of his/her subordinates.					
29	Manager try to satisfy the expectations of his/her subordinates.					
30	Manager use his/her authority to make decision in his/her favor.					
31	Manager sometime uses his/her power to win a competitive situation.					
32	Manager usually avoids open discussion of his/her differences with his/her subordinate.					
33	Managers try to stay away from disagreement with their subordinates.					
34	Manager tries to find a middle course to resolve an impasse.					
35	Manager use "give and take" so that a compromise can make.					

Appendix 2

Addis Ababa University

College of Business and Economics

Department of Master of Business Administration

Interview guideline for managers

General Direction

The purpose of this interview is to collect data on factors that affect conflict and its conflict management practice in Ethiopia Electric Power Head Office. The data will be used for a study leading to a Master's degree in MBA.

The information you provide in this interview will be kept confidential and will be utilized only for the study. Your genuine response to the interview is highly valuable for the achievement of the objective of this research.

Thanks, in advance for your cooperation.

Interview question

1. What does the Ethiopian Electric Power Head Office management think about the conflict?
2. What sources conflict at the Electric Power Head Office?
3. How do the managers of Ethiopia Electric Power Head Office deal with conflict?
4. What are the employee and manager integrations that will enable the organization to be free of disruptive conflict?