

**ADDIS ABABA UNIVERSITY**



**COLLEGE OF BUSINESS AND ECONOMICS**

**SCHOOL OF COMMERCE**

Conflict Management in both Global Fund and CDC funded Projects in the case of Network of  
Networks of HIV Positives in Ethiopia

A PROJECT WORK SUBMITTED TO ADDIS ABABA UNIVERSITY COLLAGE OF  
BUSINESS AND ECONOMICS SCHOOL OF COMMERCE IN PARTIAL FULFILLMENT  
OF THE REQUIRMENTS FOR DEGREE OF MASTER OF ART IN PROJECT  
MANAGEMENT.

By FissehaTeshager

GSE/0052/08

Advisor: TeklegeorgisAssefa (Asst. Prof.)

**June, 2018**  
**AA, Ethiopia**

**ADDIS ABABA UNIVERSITY**

**School of Graduate Studies**

**Statement of Declaration**

I, the undersigned, declare that this project work is my original work and has not been presented for any other degree in any other universities in any case, and that all sources of materials used for the study have been duly acknowledged.

Declared by:

Name: FissehaTeshager

Sign\_\_\_\_\_

Date: June 2017

Confirmed by:

Advisor Name: TeklegeorgisAsefa (Asst. Prof.)

Sign\_\_\_\_\_

Date\_\_\_\_\_

CONFLICT MANAGEMENT PRACTICE IN BOTH CDC AND GF FUNDING PROJECTS-  
A PROJECT WORK IN THE CASE OF NETWORK OF NETWORKS OF HIV POSITIVES  
IN ETHIOPIA PROJECTS IN ADDIS ABABA

By: FissehaTeshager

Approved by Examiners:

Examiner: \_\_\_\_\_ Signature\_\_\_\_\_ Date\_\_\_\_\_

Examiner: \_\_\_\_\_ Signature \_\_\_\_\_ Date\_\_\_\_\_

## **ACKNOWLEDGEMENT**

First and for most I would like to thank the Almighty God who gives me strengths for all ups and downs in life so far. Then I forward many special thanks to AtoTeklegeorgisAsefa (Asst.Prof), my advisor, who has been there for support whenever I needed him. I also thank those who assisted me in every aspect while collecting the necessary information. At last not the lists my warm thanks go to staff, the management and others who are working at NEP+ for their continual support.

## **ACRONYM AND ABBREVIATIONS**

|       |                                                  |
|-------|--------------------------------------------------|
| AD    | Adherence Supporters                             |
| CDC   | Center for Disease Control and Prevention        |
| CM    | Case Managers                                    |
| DoH   | Down of Hope Ethiopia                            |
| GF    | Global Fund                                      |
| GIPA  | Great Involvement of People Living with HIV Aids |
| MENA  | Mekdim Ethiopia National Association             |
| NEP+  | Network of Networks of HIV Positives in Ethiopia |
| NNPWE | National Network of Positive Women Ethiopians    |
| PM    | Project Management                               |
| PLHIV | People Living With HIV                           |

## **Abstract**

*Network of Networks of HIV Positives in Ethiopia is established in October 2004 G.C. It has Regional PLHIV networks representing each region and City Councils. It has also three special members to make up constituents. The purpose of this project work is to investigate the practice of conflict management in CDC and GF funding projects at Network of Networks of HIV Positives in Ethiopia. Efforts were made to identify the types of conflicts regularly occurred, why those conflicts were occurred, and conflict resolution methods used settle those conflicts. To make this project work manageable the writer concentrated only at NEP+ Addis Ababa office rather than going out to see its constituents. The project work used structured questionnaire for 33 respondents (sample) from the total staff (population) in the organization, 36, and structured interview with key informants and observations as primary sources of data collection. Bases for selecting the respondents were willingness to respond, access to documents and years of service in the organization. In addition, annual newsletter of the organization, and periodic report of the projects were used as the secondary sources. This project work shows that there are conflicts in the project and organization that need attention and proper resolution for the good of the attainment of the project and organization. This project work identifies that those conflicts are affecting the projects and the organization and they call for urgent attention to proper conflict management as conflicts in the organization/projects are inevitable. NEP+ uses mostly competing and avoiding resolution method that affect the project/organization. The main cause for conflict in the project and organization is communication gap among the staff. Interpersonal and intergroup conflicts are the most occurring conflicts in the project/organization. Furthermore, the organization should look for corresponding conflict management method to solve. The organization better to use resolution methods: accommodating and collaborating as they work together. The organization should also keep the records of what have happened in hard copy for future learning of conflict management.*

**KeyWords:** Conflict, Conflict Resolution Techniques, Conflict Management

## Table of Contents

|                                               |            |
|-----------------------------------------------|------------|
| <b>Statement of Declaration .....</b>         | <b>i</b>   |
| <b>Examiners' Approval.....</b>               | <b>ii</b>  |
| <b>Acknowledgement .....</b>                  | <b>iii</b> |
| <b>Acronym and Abbreviations .....</b>        | <b>iv</b>  |
| <b>Abstract.....</b>                          | <b>v</b>   |
| <b>Table of Contents .....</b>                | <b>vi</b>  |
| <b>Chapter One .....</b>                      | <b>1</b>   |
| 1.1 Background of the Study .....             | 1          |
| 1.2 Background of the Organization .....      | 3          |
| 1.3 Statement of the Problem .....            | 4          |
| 1.4 Research Questions.....                   | 5          |
| 1.5 Objective of the Study .....              | 6          |
| 1.6 Scope of the Study .....                  | 6          |
| 1.7 Significance of the Study.....            | 6          |
| 1.8 Limitations of the Study .....            | 6          |
| 1.9 Organization of the Study .....           | 7          |
| <b>Chapter Two.....</b>                       | <b>8</b>   |
| Literature Review .....                       | 8          |
| 2.1 What is Conflict .....                    | 8          |
| 2.2 Causes of Conflicts in Organization ..... | 12         |
| 2.3 Conflict Process .....                    | 16         |
| 2.4 Sources of Conflicts in a Projects .....  | 19         |
| 2.5 Conflict Resolution Strategies .....      | 21         |
| 2.6 Conflict Resolution Steps .....           | 23         |

|                                                         |    |
|---------------------------------------------------------|----|
| 2.7 How to Prevent the Future Conflict .....            | 25 |
| 2.8 Conclusion .....                                    | 26 |
| <b>ChapterThree</b> .....                               | 27 |
| Research Methodology .....                              | 27 |
| 3.1 Introduction .....                                  | 27 |
| 3.2 Research Design .....                               | 27 |
| 3.3DataSources .....                                    | 27 |
| 3.4 Data Collection Method .....                        | 28 |
| 3.4.1 The Primary Data .....                            | 28 |
| 3.4.2 Secondary Data .....                              | 28 |
| 3.5 Ethical Issues .....                                | 30 |
| <b>ChapterFour</b> .....                                | 31 |
| Data Presentation, Analysis and Interpretation .....    | 31 |
| 4.1 Introduction .....                                  | 31 |
| 4.2 Demographic Characteristics of the Respondent ..... | 31 |
| 4.3 Results of Descriptive Statistics .....             | 37 |
| <b>ChapterFive</b> .....                                | 43 |
| Summary, Conclusion and Recommendations .....           | 43 |
| 5.1 Summary of Major Findings and Conclusions .....     | 43 |
| 5.2 Recommendations .....                               | 44 |
| 5.3 Direction for Future Research .....                 | 44 |
| <b>References</b> .....                                 | 46 |
| <b>Annex- Questionnaires</b> .....                      | 47 |

## **CHAPTER ONE**

### **INTRODUCTION**

#### ***1.1 Background of the study***

Wherever there are people, there always will be conflict. Managers have to deal with conflict in the work place every day. Everyone is striving to show how valuable they are to the project they work for and at times this can lead to disputes with other members of the team. Thus, conflict management is the ability to be able to identify and handle conflicts sensibly, fairly and efficiently.

Eric Dontigney (2018) argues that in any situation involving more than one person, conflict can arise. The causes of conflict range from philosophical differences and divergent goals to power imbalances. Unmanaged or poorly managed conflicts generate a breakdown in trust and lost productivity.

Alison Doyle (2018) also suggests that it's hard to avoid conflict entirely, both in the workplace and elsewhere in life. It's human nature to disagree. In fact, eliminating conflict entirely would cause its own problems: there would be no diversity of opinion and no way for us to catch and correct defective plans and policies. But poor communication or interpersonal tension can easily cause simple disagreements to burn up into bitterness. Conflicts that are allowed to aggravate and grow will ultimately diminish productivity and damage staff morale. It is why employers seek employees with the skills to manage and diffuse conflict.

A conflict is a situation when the interests, needs, goals or values of involved parties interfere with one another. Conflicts are of two types: the negative and the positive. The positive conflict situations in projects are an important aspect of the workplace as it helps the project, the organization and the individual himself/herself by correcting the mistakes. Whereas, the negative conflict situation has the consequence of poor productivity and damaging morale of staff towards the success of the project. A conflict is a common phenomenon in projects as members of the project come from different culture and background. Different stakeholders may have different

priorities; conflicts may involve team members, departments, management and subordinate. Conflict is a result of perception. Often, a conflict presents opportunities for improvement. Therefore, it is important to understand (and apply) various conflict resolution techniques in projects.

Amy Ohlendorf (2001) suggests that conflict in project management is not necessarily unfavorable when properly managed. Several advantages have been identified such as increasing personal growth and morale, enhancing communication, and producing better project outcomes. However, conflict can be the decline of an organization if it is not effectively managed. The challenge for organizational leaders and project managers is to try to maintain the right balance and intensity of conflict in project management. By utilizing project management principles, understanding the dynamics of conflict, and learning approaches to conflict resolution, managers will be able to establish an environment in which creativity and innovation is encouraged and project goals are accomplished.

Conflict is a very broad terminology that includes conflict between nations due to boundary disagreement, misunderstanding among people at home or between employees at working areas, disagreement between ethnic groups, disagreement between companies, and even with oneself. But the Author of this project is concentrated from the vast term to very narrow and specific projects in organization, NEP+.

NEP+ projects are funded by both CDC and Global Fund. These projects, funded by CDC and Global Fund, are capacity building (capacitating PLHIV through training), cash for food (provide money to PLHIV families who have no support to purchase food), provide money to Case Managers (CM) and Adherence Supporters (AS): (CM are PLHIV and search for people who are infected with HIV but hidden at home in different woredas and kebeles to bring them to health facilities through awareness creation whereas AS are PLHIV who follow up and support PLHIV in taking medication at health facilities) and provide money to celebrate World Aids day every year.

NEP+ is a project implementing organization, manages large number of staff, and employees hired from different culture and background. NEP+ uses country's labor law that

emanates from the National Constitution as it is; without amending according to the real situation of the project staff (example sick leave). As a project implementing organization, NEP+ is believed to have rules and procedures as to how conflicts managed in the projects as well as in the organization. Employees in the organization not limited to work only in a single project; they expected to work on both projects.

## ***1.2 Background of the organization***

Network of Networks of HIV Positive in Ethiopia (NEP+) was established in October 2004 G.C to raise the collective voice of People living with HIV. Its constituents become regional PLHIV networks representing each regions and city councils. Where formal regional networks did not exist, individual PLHIV associations were invited to join and NEP+ began establishing regional networks.

There are also three special members of the Network: The National Network of Positive Women Ethiopians (NNPWE), and two national PLHIV associations, Dawn of Hope Ethiopia (DoH) and Mekdim Ethiopia National Association (MENA).

The institutional aim of NEP+ is to make the voices of PLHIV heard through participation in national level including the Country Coordinating Mechanism, the National Review Board, the HAPCO Management Board, the National Partnership Forum against HIV/AIDS and the HIV NGO Forum.

NEP+ also works on special public awareness creation and policy advocacy events for World AIDS Day and the Global AIDS Week of Action and arranges public debates and panel discussions. It also provided capacity building support to the regional networks and PLHIV associations in a range of areas including advocacy and leadership, monitoring and evaluation, and program areas such as vocational and business skill training to improve the lives of PLHIV.

## ***Vision***

To see Ethiopia free from HIV and its impact

## ***Mission***

NEP+ will lead and coordinate the contribution of PLHIV in the national response to HIV through networking, partnerships, capacity building, resource mobilization and relaying the voices of PLHIV at all levels.

## **Values**

NEP+ strongly believes in:

- a) Greater involvement of people Living with HIV/AIDS (GIPA) - promoting the greater involvement of PLHIV at all levels of the national response to HIV;
- b) Equality – of all people regardless of zero-status, sex, age, beliefs, any form of disability or ethnicity;
- c) Equity – fair representation and access to resources, services and information among NEP+ members;
- d) Participatory – involving concerned groups and individuals in designing, planning and implementing all programs.
- e) Transparency and Accountability – being open about what NEP+ is doing and how, including the resources and decision making processes;
- f) Commitment – devoting NEP+ resources, time, energy and experience to achieving our mission;
- g) Unity and Solidarity – relaying the voice and concerns of PLHIV and orphans and vulnerable children in a well-organized and committed way;
- h) Sharing and Caring – sharing challenges and concerns of PLHIV and caring for people infected and affected by HIV.

*(Source: NEP+ HR and Financial Manual, 2017 PP 1-5)*

## ***1.3 Statement of the problem***

As mentioned above, conflicts are unavoidable in any organization and projects due to difference in perception, difference in level of education/knowledge, opposition in needs, interest and values among employees who are working together for the same goal. Conflict may occur in project organizations due to those who do not have clear understanding about the objectives and

their responsibility. Due to differences in culture and values, projects can be vulnerable to conflicts. If these conflicts not managed properly and timely, they become very disastrous to the performance and existence of the project and organization. Conflict is not limited in time and places; it occurs at any time, place and condition. There have been a number of studies conducted regarding conflict management and the result obtained from those studies indicates that conflicts which exist within projects at individual and organization level (individual vs individual or individual vs organization) are dysfunctional.

MesekeremAssefa (2014) identifies the causes of conflicts among priests in seven selected Ethiopian Orthodox Churches. According to her findings the causes are corruption, lack of skilled man power, partiality on ethnicity and absence of team spirit. To resolve these conflicts, they use collaborating, compromising and accommodating techniques. Mostly, they exercise tolerance and forgiveness resolution techniques. This study is just to show that even priests who accept and live in the word of God and believed to be model to others, have conflicts in their day to day activities in the churches. If it occurs in the church, it would not be surprising for us to encounter conflict in Projects/organizations.

The Author of this project work believed that conflicts at NEP+ not managed properly and timely. The causes of these conflicts are not known, what conflicts frequently occurred not identified and the corresponding resolution. That is why the Author of this project work is interested to investigate. The main focus of this project work is to identify what kids of conflicts frequently occurred, what were the causes of conflicts and how were they resolved.

#### ***1.4 Research Questions***

1. What are the main types of conflict frequently occurred at NEP+?
2. What are the main causes for conflicts at NEP+?
3. How were these conflicts resolved?
4. What mechanisms used to reduce negative conflicts?

### ***1.5 Objectives of the study***

The general objective of this project work is, to investigate how conflicts managed at Network of Networks of HIV Positives in Ethiopia, NEP+.

The specific objectives of this project work are:

1. To identify the main type of conflict frequently occurred at NEP+
2. To identify the major causes of conflicts at NEP+
3. To identify how were they resolved

### ***1.6 Scope of the study***

The scope of this project work is limited to NEP+ project office Addis Ababa; the project work does not include the regional constituents so as to make it manageable. The respondents were employees who were working at NEP+ Addis Ababa office at different departments. The project tried to reach almost all employees at NEP+ Addis Ababa (33 out of 36) to get the necessary information regarding the research questions.

### ***1.7 Significance of the study***

The Author believed that the findings of this project work will help NEP+ management in understanding the types of conflicts frequently occurred, their main causes and as to how they should resolved. The findings and recommendation of this project work may win the attention of the management of NEP+ for better attainment of the objectives. The Author also believes that the findings of this project work create awareness towards employee of NEP+ regarding the conflicts and their main causes.

### ***1.8 Limitation of the study***

While conducting this project work at NEP+, the Author could not find documents kept on conflicts and its management to review. He tried to see secondary data sources like letters,

organizational manuals, and periodic reports. As this project work is the first to NEP+ the Author has took time to give orientation to respondent about the issue to make them respond free. Therefore, the project work is only based on the response that the respondents gave using interview and questionnaire; the Author could not relate with documents due to the above reason.

### ***1.9 Organization of the study***

As we are going to see, this project work will consist of five chapters. The first chapter contains background of the organization, statement of the problems, research questions, and objectives of the study, significance of the study and limitation of the study. The second chapter is about literature reviews of different books regarding conflict management. The third chapter will discuss about methodology of the study. The fourth chapter will discuss about the analysis and interpretation of the data collected. The fifth chapter will be conclusion and recommendation of the study.

## **CHAPTER TWO**

### **Literature Review**

#### ***2.1 What is conflict?***

As we all know the term conflict and conflict management are very vast terms as they are found wherever human beings available. But to make it precise and manageable the writer of this project would prefer to concentrate only on conflicts and its management in organization and projects-conflicts on individual vs individual and individual vs organization. There are countless studies done in the subject matter by a number of scholars in the world; and the writer of this project brought forward some of them.

Scholars defined conflict management as “the practice of being able to identify and handle conflicts sensibly, fairly, and efficiently”. Since conflicts in any organization are a natural part of the workplace, it is important that there are people who understand conflicts and know how to resolve them.

Conflict Management is defined by the American Management Association as recognizing the potential value of conflict for driving changes and innovation. This means knowing when to confront, and when to avoid a conflict and understanding the issues around which conflict revolve. It means looking for those win/win solutions and seeking agreement on a solution while eliciting commitment to making it work effectively in points.

Robbins (2005) has defined conflict as a process that begins where one party perceives that another party has negatively affected, or is about to negatively affects something that the first party cares about.

Thakore(2013) says as long as organizations continue to use work teams, conflict cannot be avoided since it is an inevitable aspect of work teams. Conflict is an outcome of behaviors. It is an integral part of human life. Whenever there is interaction there is conflict. Conflict means expression of hostility, negative attitudes, disagreement, rivalry, and misunderstanding. It is also associated with situations that involve contradictory interest between two opposing groups. It can be defined as a disagreement between two or more individuals or groups with each individual or group trying to gain acceptance of its view over others.

Organizational conflict is defined as the behavior intended to obstruct the achievement of some other person's goals. Conflict is therefore a product of incompatibility of goals and it arises from opposing behaviors.

According to Lewis, French and Steane (1997), conflict within an organization is inevitable. This is a consequence of boundaries arising within any organizational structure, creating separate groups that need to compete for scarce resources. Conflict cannot be avoided since it is an inevitable aspect of work teams. Conflict may be defined as a struggle or contest between people with opposing needs, ideas, beliefs, values, or goals.

Thakore(2013) stated that conflict can take on any several different forms in an organization:

- **Interpersonal conflict** emphasizes the interaction of human factors in an organization. Conflict between people can arise from many individual differences, including personalities, attitude, values, perceptions and other differences. It may be substantive or emotional or both.
- **Intrapersonal conflict** is internal to the individual (though its effects can profoundly influence organizational functioning) and is perhaps the most difficult form of conflict to analyze and manage. Intrapersonal conflict is basically a conflict between two incompatible tendencies. It arises when a stimulus evokes two different and incompatible tendencies and the individual is required to discriminate between these tendencies. In such a situation it is common for individuals to experience frustrations and to allow their conflict situation to be expressed in a range of behavioral strategies ranging from boredom to absenteeism, excessive drinking or destructive behavior.
- **Intergroup conflict** occurs among members of different teams or groups can also have substantive and/or emotional underpinnings. Intergroup conflict is quite common in organizations and it can make the coordination and integration of task activities very difficult. The classic example is conflict among functional groups or departments, such as marketing and manufacturing, in organizations.
- **Intra group Conflict** that occurs within groups or teams. There are two types of intra group conflict: Task conflict and Relationship conflict. Task conflict is a perception of disagreement group members or individuals about the content of their decisions and involves differences in viewpoints, ideas and opinions.

- **Inter-organizational conflict** that occurs between two or more organization. Competition can heighten inter-organizational conflict. Corporate take over's, mergers and acquisition can also produce inter-organizational conflict. There are two essential types of conflict in organizations: vertical and horizontal. Vertical conflict occurs in groups of different hierarchical levels, whereas horizontal conflict occurs between individuals of the same level, such as managers in the same organization. When employees realize that there was fairness in the conflict resolution, the bond between the groups strengthens.

Hence conflict resolution is more difficult. Considering the vertical conflict, research examines the short-term and long-term effects of perceived fairness in organizational conflicts between employees and supervisors. Employee's fairness is important in the significantly enhances job satisfaction, positive organizational commitment and satisfaction with outcome of conflicts.

Throughout the history of the study of conflict, the aggressive behavior is an inborn human quality or a reaction to social, political and economic factors is where lay the controversy among the scholars (Nader, 1968, Collier, 1975, Tadesse, 1988, 1994). Some scholars have agreed that the causes of conflict are deep rooted in our biology. Schellernberg (1996) describes such an approach as individual characteristic theory that focuses on the individual and his acts, rather than the context of the act. This view of conflict has its root in the work of Freud, who believed that violence is rooted in our basic nature as animals. Human conflict is inevitable not because it is part of social life, but for it is a biological fact lying within us all. Later writers have used Freud's assertion, too. Nineteenth century social Darwinists stressed the role of competition and conflict in all human societies. Taking the idea of the survival of the fittest as a basis, they analyzed conflict as part of a universal struggle urged by inborn aggressive tendencies. The new theoretical perspective under the name of ethnology (the scientific study of ethnic groups) also supports Freud's view. This approach, according to Schellenberg (1996) emphasizes the genetic instance of social behaviors. Ardrey (1961, 1966) and Lorenz (1963, 1966) cited in Tadesse (1988) and McCauley (1990), who argue and popularize that human violent behavior is inherited, were representatives of this approach. Tadesse (1988) further illustrated that a given society or individual persons could be peaceful and/or violent across time and circumstances.

Anthropologists (scientists who study about human kind) have effectively used these ethnographic works to refute the biologically based explanation of the sources of conflict and show its inadequacy.

Conflict among teams is inevitable; however, the results of conflict are not predetermined. Conflict might escalate and lead to nonproductive results, or conflict can be beneficially resolved and lead to quality final products. Therefore, learning to manage conflict is integral to a high-performance team. Although very few people go looking for conflict, more often than not. Conflict management involves acquiring skills related to conflict resolution, self-awareness about conflict modes, conflict communication skills, and establishing a structure for management of conflict in organizational environment. (*Journal of Business and Management PP 7-16*)

Others still argue that conflict is a normal, and even healthy, part of relationships. After all, two people can't be expected to agree on everything at all times. Since relationship conflicts are inevitable, learning to deal with them in a healthy way is crucial. When conflict is mismanaged, it can harm the relationship. But when handled in a respectful and positive way, conflict provides an opportunity for growth, ultimately strengthening the bond between two people. By learning the skills you need for successful conflict resolution, you can keep your personal and professional relationships strong and growing.

In order to effectively resolve conflict it is helpful to first identify the source of the conflict. There are many sources or causes of conflict in the workplace. Cultural factors such as different national cultures, values and religious beliefs as a source of possible disagreements/conflicts within multi-cultural teams are among the sources of conflicts.

Conflict is one of the more potent of human interactions. It can either facilitate growth or bring harm to the people involved. Perhaps because of its potency, "conflict" has become a loaded word, carrying many negative connotations. Many people consider conflict to be negative, but it can actually be positive. Conflict is positive when it is used to solve a problem. It can also help enhance one's strengths, clarify your purpose and encourage action.

## ***2.2 Causes of Conflict in Organizations***

According to scholars organizations are living systems consisting of interacting units performing a task in a mutually dependent manner within a structure of scarce resources. It seems commonplace to suggest that conflicts would be present in such a setting. The parties in an organization may have a conflict about the distribution of resources, or they may have a more fundamental conflict about the very structure of their organization and the basic nature of their interaction. Once the parties are in a situation of goal incompatibility, their conflict develops in a dynamic fashion, initiating valuable and much-needed constructive changes or leading to escalating strategies and destructive consequences. Others still argued repeatedly that organizations are made up of and where people work in organized and structured manner to achieve a specific goal. As mentioned earlier, wherever there are human beings conflict is inevitable. According to PMBOK some of causes of conflicts in organizations/projects are:

- **Managerial expectation/Actions:** while managers are known to be the ones who resolve organizational conflicts, their actions or inaction is one of the primary causes of conflict in organizations. Broadly defined scope, ambiguous expectations and leadership styles are some of the biggest causes of conflict in organizations. When objectives as defined by management are very broad and ambiguous, it is more likely for a worker to make a mistake and result in worker-management conflict or conflict among team members. It is the function of the management to set goals that are specific, measurable, attainable, realistic and time-bound (SMART) in order to reduce conflicts in organizations.
- **Poor communication:** Effective communication is a key for the success of any organization. While implementing a project, we communicate with various parties like team members, departments, management, etc. If there is a bridge in any of these communication channels, then a conflict is looming within the organization.
- **Personality conflict:** We often work with individuals with different personalities in an organization. While we usually realize there is a difference in personality, understanding this difference would help us avoid conflict. It might be difficult for an outspoken and overtly friendly personality to relate with an introvert without any conflict. Also, our cultural backgrounds do form a big part of our personality. What is decent in a certain place might be unethical in some other places.
- **Competition for scarce resources:** When a human or machine resource is required by more than one department at the same time, this can lead to conflict. Some departments

are so obsessed with achieving their goals with no consideration for what the other department requires.

Finally, as mentioned earlier, not all conflict is bad or negative to the organization, as some could result in increased productivity. It is however managers' duty to ensure that a conflict does not affect the organization negatively.

Ohlendorf(2001)mentionedthat conflict is as inevitable too in a project environment as change seems to be. When project team members interact during the course of completing their tasks and responsibilities, there is always a potential for conflict. In fact, it is virtually impossible for people with diverse background skills and norms to work together; make decisions, and try to meet project goals and objectives without conflict. Project managers must identify, analyze, and evaluate both positive and negative values of conflict and their effect on performance. They must learn how and when to stimulate conflict and how to use it to increase the performance of project team members. Conflict need not have destructive consequences. Attitudes and conflict management styles play an important role in determining whether such conflict will lead to destructive or mutually beneficial outcomes.

Verma (1998) stated that over the years three distinct views have evolved about conflict in projects. The traditional view (dominant from the late nineteenth century until the mid-1940s) assumes that conflict is bad, always has a negative impact, and leads to declines in performance as the level of conflict increases. Conflict must therefore always be avoided. In this view conflict is closely associated with such terms as violence, destruction, and irrationality.

The behavioral or contemporary view, also known as the human relations view, emerged in the late 1940s and held sway through the 1970s. It argues that conflict is natural and inevitable in all project and that it may have either a positive or a negative effect, depending on how the conflict is handled. Performance may increase with conflict, but only up to a certain level, and then decline if conflict is allowed to increase further or is left unresolved. This approach advocates acceptance of conflict and rationalizes its existence. Because of the potential benefits from conflict, project managers should focus on managing effectively rather than suppressing or eliminating it.

There are different perspectives regarding conflicts to be considered as Verma (1998) suggested. The newest perspective, the inter-actionist view, assumes that conflict is necessary to

increase performance. While the behavioral approach accepts conflict, the inter-actionist view encourages conflict based on the belief that a harmonious, peaceful, tranquil, too-cooperative project organization is likely to become static, apathetic, stagnant, and unable to respond to change and innovation. This approach encourages managers to maintain an appropriate level of conflict enough to keep projects self-critical, viable, creative, and innovative.

Table 2.1: Comparison of conflict views

|                       | <b>Traditional View</b>                                                     | <b>Contemporary View</b>                                                                                                                                                                                                           | <b>Inter-actionist View</b>                                                                                                                                                                  |
|-----------------------|-----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Main Points           | Caused by troublemakers<br>Bad<br>Should be avoided<br>Should be suppressed | Inevitable between humans<br>Not always bad<br>Natural result of change<br>Can be managed                                                                                                                                          | Results from commitment to goals<br>Often beneficial<br>Should be stimulated<br>Should aim to foster creativity                                                                              |
| Effect on Performance | Performance declines as the level of conflict increases                     | Performance mainly depends on how effectively the conflict is handled. Generally performance increases to a certain level as conflict level increases, then declines if conflict is allowed to increase further or left unresolved | Certain level of conflict is necessary to increase performance. Performance increases with conflict up to a certain level, then declines if conflict increases further or remains unresolved |
| Recommended Actions   | Do nothing if $a = d$<br>Resolve conflict if $a > d$<br>(Where $d = 0$ )    | Do nothing if $a = d$<br>Resolve conflict if $a > d$<br>(Where $d \sim 0$ )                                                                                                                                                        | Do nothing if $a = d$<br>Resolve conflict if $a > d$<br>Stimulate conflict if $a < d$<br>(Where $d > 0$ )                                                                                    |

**Note:** a = actual level of conflict among team members; d = desired level of conflict that team members are comfortable with. **Source:** Vijay K. Verma (1998) *conflict Management in Projects*, the PM Institute.

As Verma (1998) mentioned in its breakdown communication is the overarching, most common, and most obvious source of conflict in projects. A lack of trust, respect, effective listening skills, and perceptual differences can lead to serious communication problems. Misinterpretation of a design drawing, a misunderstood change orders delays in delivery of critical components, and failure to execute instructions are all results of some type of communication breakdown. The communication skills of project managers are often put to the test by overlapping areas of responsibility, gray lines of authority, delegation problems, complex project organizational structures, and conflicts among participants. That is why communication is too important to be fully covered by administrative procedures alone. Project managers and their teams must also develop effective communication skills (especially listening skills) to resolve project conflicts. They must learn to create an atmosphere that encourages open communication in order to deal with conflict and gain team members' acceptance of and commitment to project goals.

In general, all potential conflict fits one of the following three categories, although a particular conflict situation may be based on two or more of the categories:

- Goal-oriented conflicts are associated with end results, performance specifications and criteria, priorities, and objectives.
- Administrative conflicts refer to the management structure and philosophy and are mainly based on definition of roles and reporting relationships and on responsibilities and authority for tasks, functions, and decisions.
- Interpersonal conflicts result from differences in work ethics, styles, egos, and personalities of the participants.

Project environments are particularly vulnerable to generating conflict. Thamhain and Wilemon (1975) have identified seven major sources of conflict in project management based on their research conducted in a private manufacturing company. The following table shows sources of conflict and their ranking by conflict intensity.

Table 2.2: source of conflict and their ranking by conflict intensity

| Source of conflict | Conflict Intensity Ranking |
|--------------------|----------------------------|
|--------------------|----------------------------|

|                                                             | Mr. X | Mr. Y |
|-------------------------------------------------------------|-------|-------|
| Conflict over project priorities                            | 2     | 3     |
| Conflict over administration procedures                     | 5     | 7     |
| Conflict over technical opinions and performance trade-offs | 4     | 5     |
| Conflict over human resources                               | 3     | 4     |
| Conflict over cost and budget                               | 7     | 2     |
| Conflict over schedules                                     | 1     | 1     |
| Personality conflict                                        | 6     | 6     |

*Sources: Thamhain, W. I., & Wilemon, O. L. (1975). Conflict management in project life cycles*

Because of the significant impact that conflict can have on project success, managing it well is one of the most important skills a project manager must possess. An American Management Association study of middle- and top-level executives revealed that the average manager spends approximately 20 percent of his or her time dealing with conflict. The importance of conflict management is also reinforced by a research study of managers that analyzed twenty-five skills and personality factors to determine which, if any were related to managerial success. Of the twenty-five factors, the ability to handle conflict was most positively related to managerial success.

Conflict within projects can manifest itself in many different ways. At the highest level, disagreements can lead to the pursuit of remedies through legal channels and cost organizations large amounts of money. A good project manager knows when to intervene and take action when conflict occurs.

At a lower level, conflict within a team may need to be dealt by the leader or manager using softer skills and techniques. They must recognize that the pressures associated with achieving quality objectives will inevitably lead to conflict. It is people who achieve these objectives for you, but people are complex and will require motivation and support. The detrimental aspects of conflict can be minimized, if the project manager anticipates the potential conflicts and understands their determinants.

Project managers must not only be aware of various interpersonal conflict resolution modes and their strengths and weaknesses in order to choose an appropriate approach but must also manage conflict using some practical guidelines that involve preparing for the conflict, facing it, and then resolving it by developing win-win strategies. They must also recognize that it is sometimes good to stimulate conflict in order to encourage self-evaluation, creativity and innovation.

### ***2.3 Conflict Process***

According to Pinto, J. K. &Kharbanda, O. P. (1995) regardless of the triggering cause, once conflicts, either intra- or inter-group, have begun, they often follow a rather well-defined pattern that we can begin to explore. Knowledge of this pattern is highly useful for project managers because it serves as a general template, offering conflict dynamics and patterns for project managers to recognize. If they are able to observe the nature of the conflict process as it progresses, they will be in a better position to search for methods to defuse and minimize the conflict or channel its energies into more constructive pastimes.

They further explain that typically, there are four recognizable stages in the conflict process:

- **Frustration:** The first step in any conflict process refers to the triggering event that set one or more people at odds. This event is referred to as perceived frustration—the belief that one party has frustrated or is about to frustrate some important concern of another. Frustration comes in many forms and approaches. Frustrations occur in everyone's life on a daily basis. Therefore, there must be some reason why we choose to respond to certain frustrations in a confrontational manner.
- **Conceptualization and orientation:** Conceptualization means defining the issues underlying the source of conflict. When we analyze the causes of a conflict between ourselves or our team and another party, an interesting psychological process begins to occur: we see the conflict through the lens of egocentricity (Egocentricity refers to the predilection of most people to define issues solely in terms of their own concerns). In other words, when confronted with a situation in which we feel frustrated by another individual, we respond in a way that does not

recognize the other party's perspective. That is, we perceive that the other person is thwarting us, without considering their point of view or why they are acting in a particular way.

- **Interaction:** Once a conflict episode escalates, a number of different exchanges begin to occur between the two parties in conflict. This exchange process is referred to as the conflict interaction step. While there are a number of potential actions that conflicting parties can take during this process. One common occurrence that usually takes place early in the conflict process is reinforcement through stereotyping. When we perceive that another party is frustrating a goal we value, we may respond by attributing their inflexibility to convenient (and often incorrect) motives.
- **Outcome:** The final step in the conflict process is the outcome, during which time the two parties have come to some agreement in terms of resolving the conflict. It is important to bear in mind that no matter what the outcome - agreement, disagreement, or tacit agreement to let the issue drop- there will be residual emotions and ill will from the process. It seems an obvious point but it bears repeating that people simply do not forgive and immediately forget conflict episodes, particularly when the issues were significant or the emotional commitment of either party brought the conflict to a personal level. Project managers must be cognizant of the likely detritus of conflict. Playing down or smoothing over the problem when it has been “resolved” may be overly simplistic and ignores the potential for further tensions.

Robbins S.P. (2009) indicates in his study, conflict has five stages: potential opposition or incompatibility, cognition and personalization, intention, behavior and outcomes. Let us see them in a more detail.

- *stage one: Potential Opposition or Incompatibility*

- Communications- A review of research suggests that differing word connotation, jargons, insufficient exchange information and noise in the communication channel are all barriers to communication and potential antecedent conditions to conflict. Researcher has further demonstrated a surprising finding: the potential for conflict increases when either too little or too much communication takes place.
- Structure- Conflict can be encouraged by size and specialization. If the organization has large size, there is a probability of more specialized activities

and as a result there is a greater conflict occurs. (The word structure in this context consists of size, specialization, and jurisdictional clarity, compatibility of individual to goal, leadership style, reward system, and degree of dependency between groups).

- *Stage two: Cognition and Personalization*

This is the necessary stage to identify the conflict issues and the situation in the previous stage of conflict and strangeness are foot on the ground in this second stage. Which means one of the party conscious of the conditions of predecessor the occurrence of conflict, this is named perceived conflict, but the party is still not personalized. In the level of felt conflict, when individual become emotionally involved, the parties experience anxiety, tension, and frustration.

- *Stage three: Intention*

It mediates between the feeling and insight of individuals. Intention is a decision to act in a given way .There is big difference between intention and behavior as a result individual intension are not showed correctly all the time by the behavior. There are five conflict handling intention which are making use of two dimensions namely cooperativeness and assertiveness. The former dimension indicates the level of one party to satisfy other concern and the later shows the level of one party to satisfy oneself.

- *Stage four: Behavior*

In this stage, conflicting individual forward statements and made different actions and reactions. In the behavior stage conflict becomes clear.

- *Stage five: Outcomes*

The result of this conflict can be functional or dysfunctional. If it is functional, it develops the performance of the groups .If not, it disturbs the whole performance.

## ***2.4 Sources of Conflicts in a Project***

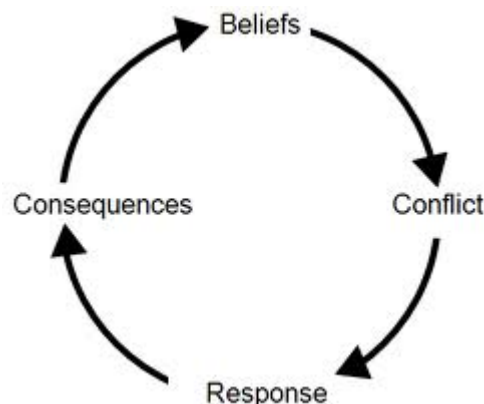
In order to effectively resolve conflict it is helpful to first identify the source of the conflict. There are many sources or causes of conflict in projects. Conflict can arise from any of the following players: managers, senior management, client, team members, subcontractors etc. Some of the categories of conflict included are:

- ✓ Difference in:
  - Perceptions
  - Opinions
  - Personnalités
  - Interests
  - Culture
  - Communication Styles
  - Values
  - Backgrounds
  - Wants
  - Belief
- ✓ Making assumptions
- ✓ Judging others
- ✓ Biases and prejudices
- ✓ Inaccurate or incomplete information
- ✓ Past Relationships
- ✓ Job Dissatisfaction

A very common cause of conflict in a project environment can occur in the relationship between project manager, functional manager and team members. Some other scholars said causes of conflict in any projects include: Difference in Stakeholders' Interests, Project Manager Management Style, Scope Changes, Schedule Changes and Project Failure (or Cancellation). The relationship among stakeholders needs to be open, communicative and focused (a relationship based upon negotiation and understanding) to succeed.

Conflict is viewed as a cycle: as with any social process, there are causes for conflict, there is a core process, and which has results or effects of the process. Look at the following diagram.

Fig 2.1 The Conflict Cycle



While working in a project with heterogeneous people brings heterogeneous beliefs or perception towards the task on hand. A belief of one worker creates conflict among them due to the response from the other. Then the conflict aggravates and reaches where the consequences finally affects the project.

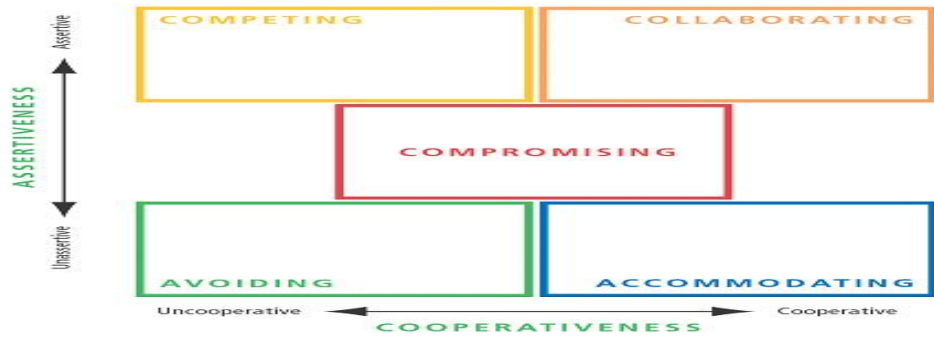
Amy Ohlendorf (2001) argues that potential for conflict in any development projects is usually high because it involves individuals from different backgrounds and orientations working together to complete a complex task. The cause of conflict in team projects can be related to differences in values, attitudes, needs, expectations, perceptions, resources, and personalities. Proper skills in dealing with conflict can assist project managers and other organization members to handle and effectively resolve conflicts which can lead to a more productive organization as a whole.

## **2.5 Conflict Resolution Strategies**

As a project manager, what skill sets do you require to manage conflict? The project manager, is therefore, expected to have skills like Problem solving, negotiation, listening and communication skills are the most important skills required for managing conflicts. With the right combination of these skills, the project manager would be able to identify the cause of conflict, communicate with and listen to the parties involved and determine the best solution that addresses the problem, satisfies all parties or as many as possible without jeopardizing the project goal. It is important to mention that sometimes during conflict resolution, it might be impossible to please all parties.

*Eric Dontigney* (2018), PMBOK, Pinto, J. K. &Kharbanda, O. P. (1995, PP 45-54) and other scholars agreed on their research there is no best conflict handling style. Each style is useful in some situations and each style has its own drawbacks. The skill is to analyze each situation and then determine the appropriate action. Look at the following conflict resolution diagram below even though different scholars name them different in a various books.

Figure 2.1: the 5 main styles/strategies with different levels- both types of behavior, assertiveness and cooperativeness



Source: Training manual for Office of Human Resource Management, Louisiana State University

1. **Competing** is assertive and uncooperative, a power-oriented mode. When competing, an individual pursues his or her own concerns at the other person's expense, using whatever power seems appropriate to win his or her position. Competing may mean standing up for your rights, defending a position you believe is correct or simply trying to win. *"My way or the highway"*
2. **Accommodating** is unassertive and cooperative, the opposite of competing. When accommodating, an individual neglects his or her own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another's point of view. *"It would be my pleasure"*
3. **Avoiding** is unassertive and uncooperative. When avoiding, an individual does not immediately pursue his or her own concerns or those of the other person. He or she does not address the conflict. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation. *"I'll think about it tomorrow"*
4. **Compromising** is intermediate in both assertiveness and cooperativeness. When compromising, an individual has the objective of finding an expedient, mutually acceptable solution that partially satisfies both parties. Compromising falls on a middle ground between competing and accommodating, giving up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding but doesn't explore it in as much depth as collaborating. Compromising might mean splitting

the difference, exchanging concessions, or seeking a quick middle-ground position. *“Let’s make a deal!”*

5. **Collaborating** is both assertive and cooperative. When collaborating, an individual attempts to work with the other person to find a solution that fully satisfies the concerns of both. It involves digging into an issue to identify the underlying concerns of the two individuals and to find an alternative that meets both sets of concerns. Collaborating between two persons might take the form of exploring a disagreement to learn from each other’s insights, resolving some condition that would otherwise have them competing for resources, or confronting and trying to find a creative solution to an interpersonal problem. *“Two heads are better than one!”*

The above five conflict resolution techniques are to be used based on the type of conflict that occurs in the project environment. The project managers should know that there is no one-size-fits-all conflict resolution method and apply them accordingly.

When deciding the best way to handle a situation, the project manager should consider the following factors:

- How important is the issue to him?
- What is the nature of the relationship with the other person?
- What are the possible consequences?

## ***2.6 Conflict Resolution Steps***

Verma (1998) suggested that dealing with conflict in the workplace can cost employees’ and managers’ time, productivity, and emotional stress. Having organization-wide conflict resolution steps in place, however, will help everyone know how to tackle conflict constructively, instead of avoiding it or letting it get out of hand. The following are the four most important conflict resolution steps needed to be taken.

1. **Get clarity on the conflict.** This first step is the most important since most of us do not take the time to back off and analyze why the conflict occurred and what we are looking for as a resolution. This step involves taking some time by oneself, before addressing the

other person, to ask some questions. This helps to avoid an unplanned reaction to the conflict and the questions help to get clarity on what's going on, what are the feelings, what ultimately needed from this situation, and what other person might want. Once these thinking made a way through these self-reflective questions, then a clearer picture of how to proceed – is it really a non-issue that can let go of, or is it a legitimate problem that needs to be resolved?

2. **Talk to the other person.** This seems like an obvious step, but many people will try to take a shortcut and just email (or text, etc.) the other person! When trying to work through a conflict, having the discussion in person is always best (or by phone if geographically separated). Talking to the other person involves practicing our opening statement and issue description ahead of time, and then finding the time and place to have an open, two-way discussion with the other person. It's critical to open the conversation with a statement that encourages collaboration (and not defensiveness). And, when describing the issue to the other person, make sure to include exactly what happened, how it made oneself feel, and the negative impacts the situation has caused.
3. **Listen to the other side.** Once stated the other side of the problem, listen to the other person air their views and concerns. It's the only way to understand their point of view. It will likely be uncomfortable, but it's important that never interrupted, must give them full attention, use positive body language (no crossing your arms or frowning), and paraphrase what have heard to make sure understand their point of view.
4. Once both parties have aired their concerns, the last of these steps to conflict resolution is to **work towards a solution.** This step involves gaining agreement about the nature of the conflict, as well as the steps to be taken by both parties to resolve it. Start by gaining agreement from the other person that there is a problem, and then make sure that both aired their concerns. Then it's time to explore win-win solutions. Resolving conflict means finding a solution that does something for both participants, so be ready to communicate openly about the options. Lastly, plan a course of action based on the solution both have agreed upon.

According to Oklahoma Bar Association (2015) statement we all familiar with the most traditional dispute-resolution process of our civil justice system: litigation and trial with a judge

or jury deciding who is right or wrong - where someone wins and someone loses. However, there are many other options available; Negotiation, mediation and arbitration. Whether involved in a family or neighborhood dispute or a lawsuit involving money, these processes should be considered. They are often the more appropriate methods of dispute resolution and can result in a fair, just, reasonable answer for both parties. Settlement and compromise have long been favored in the legal system. In fact, most cases that are filed in a court do settle. These procedures are excellent options in dealing with controversy, allowing reaching resolution earlier and with less expense than traditional litigation.

### ***2.7 How to Prevent the Future Conflict***

Thakore (2013) mentioned that Managers should develop diverse but appropriate strategies to resolve and manage conflicts as they arise before escalating to unmanageable level. To do so managers should adopt the following.

1. Establish formal procedures – for dispute resolution, grievances and disciplinary issues
2. Explain plans – link individual performance targets to the overall business plans so that everyone feels involved.
3. Listen – consultation is the key to involving employees in decision-making
4. Reward fairly – payment is seldom far from people's minds
5. Work safely – think about use of computers, free from smoking, stress and drugs as well as noise, dust and chemicals.
6. Value employees – how would most employees describe the culture within the organization/project?
7. Encourage initiative – think about job design and developing individuals
8. Balance personal and business needs – Flexible working patterns help to improve the work-life balance of employees and the effectiveness of the business.
9. Develop new skills – It is worth thinking about Invest in People (IIP) to promote training and communication.
10. Build trust between employee representatives and management – do relationships add value to the organization by working effectively to respond to change.

11. Efforts should be made by the managers to occasionally stimulate conflict by encouraging divergent views and rewarding staff and unit/department for outstanding performance.
12. Proper communication procedures should be put in place to resolve conflict. For instance, when any disagreements arise among the employees, it should be reported to the management and then management should get statements from the parties involved, brainstorm the issue and make recommendation on how to resolve the conflict.
13. Efforts should be made by the management to organize seminars/workshops on organizational conflict management from time to time for the employees. This will enable employees learn about conflict and how it can be effectively managed for individual and organization effectiveness.
14. Lastly, group interaction and activities should be followed up so as to ensure a degree of functionality compatible to conflicts. Positive conflicts will only be possible if particularities of the organization are analyzed.

## ***2.8 Conclusion***

Organization is social units divided into hierarchies and departments and individuals. Comparisons, Competition and conflicts between units and subunits always present in organization. Conflict is omnipresent feature at each of the organizational levels. Conflict may be functional or dysfunctional consequences, it is essential for management to explore various methods and techniques of conflict management. Wide range of conflict management intervention can be utilized to deal with conflict at various organizational levels. Organizations should develop diverse but appropriate strategies to resolve and manage conflicts as they arise before escalating to unmanageable level.

Conflict can be healthy if it is managed effectively. Conflict management requires a combination of analytical and human skills. Every project participant should learn to resolve project conflicts effectively. Good conflict managers work at the source of conflict. To resolve it permanently, they must address the cause of the conflict and not just the symptoms of it. They size up possible clashes before “contact” is actually made and then prepare their action plans to

handle potential trouble. They should concentrate on building an atmosphere designed to reduce destructive conflict and deal with routine frictions and minor differences before they become unmanageable. The key to resolving conflict with a positive outcome includes looking for a win-win situation, cutting losses when necessary, formulating proactive conflict management strategies, using effective negotiation and communication, and appreciating cultural differences among project stakeholders. Conflict management is a very important aspect of project management as conflicts are bound to arise in almost every project. While some conflicts are not necessarily bad, there must always restrict it before it snowballs into bigger issues that would affect the project success.

## **CHAPTER THREE**

### **Research Methodology**

#### **3.1     *Introduction***

This is the third chapter of the project work and it presents the research design and methodology. It consists of research design, data source and collection method, procedure of data collection: interview questionnaires, personnel interview and personal observation of the Author. This project work is qualitative in nature and the collected data was processed using statistical techniques to produce frequency tables.

#### **3.2     *Research Design***

In order to achieve the purpose of the project work qualitative method of data collection and analysis employed. This is because it may give a chance to touch broadly the actual situation of conflict and its management at NEP+. Moreover, the Author believed that, this project work design was more convenient to search for accurate and precise answers for the research questions raised in the study.

#### **3.3     *Data Sources***

In order to fulfill the purpose of this project the Author has used census rather than sampling. This is because the number of staff at NEP+ can be manageable to conduct interviews and questionnaires. In addition, the reason to use census is to get balanced data from the top management and the subordinates. The respondents are composed of different department employees. NEP+ Addis Ababa office has a total number of 36 staffs working at different department with different skills and qualification. The Author used 33 out of 36 employees.

In addition to interviews and questionnaires the Author used its personal observation while working in the office. The reason why the Author interviewed staff served longer in the organization is they assumed to acquired more actual and reliable knowledge about what have happened and how were managed than the rest. Intervening staff that has access to organizational documents, on the other hand, believed to have knowledge about what have been written about conflict and its management in the organization. The rest of the staff reached through questionnaires distributed to them to share what they know about conflict and its management in the organization.

On top of interviews and questionnaire, the Author of this project work reviewed research papers, books and journals on the same issues.

### ***3.4 Method of Data Collection***

Data is classified in to two broad parts, primary and secondary data. Both data collection methods are necessary to conduct a good research to arrive at the intended objectives. Both methods use different collection procedure.

#### ***3.4.1 The Primary Data***

The primary data is the information that has not been used before in any ways, by someone and for certain purposes. In other words it is the first hand information from the informants; it is like getting information from the mouth of the horse.

In addition to observation and structured interviews, questioners were used to collect primary data from the informants. Individual interviews and interview questionnaires are a source of primary data which contain a rich set of questions on the practices of conflict management from staff that are working at NEP+.

### ***3.4.2 Secondary Data***

Annual organizational newsletter, NEP+ website, annual and progress periodic reports, and project documents are used as a secondary data. Secondary data, on the other hand, is the information that has been used in some other forms, for other purposes, and by someone else sometime before. It may be found in any printing medium (like periodic reports, newsletter, different magazines.....), electronic (like internet) and some other different medium.

The respondents were oriented to understand about the project work, why it is conducted, and what it is all about so as to clear the objective of the project work. The questions were, as much as possible, meant to be clear including ethical issues, to the point, specific and easy to understand. The questionnaires, developed by the Author and adapted from other research papers, were prepared in two languages, Amharic and English. To ascertain the data quality and reliability questionnaire used was translated to Amharic which is an official language of Federal Government of Ethiopia in order to make respondents comfortable in understanding the essence of the questionnaire. For those staff that do not read and understand English the Amharic version has given and for those who read and understand English language, the English version has given. Finally structured personal interviews and interview questionnaires using 5 point likert scale and open ended questions were conducted.

At the time of distributing the interview questionnaires the respondents were asked not to write their names or make any personal remarks on the questionnaire in order to insure confidentiality and make them feel safe. Moreover, the informants were encouraged for their honest and genuine responses.

The data for this project work was collected from both primary and secondary sources. As a primary source, questionnaire and personal interview were used. Before distributing the

questionnaire, to determine the validity and reliability of the questionnaire, the Author distributed the questionnaire to eighteen respondents who were included in the actual part of the study to check if there is any unclear idea or statement. As a result, based upon the feedback obtained some questions were rephrased/rewritten which lacked clarity.

According to Kothari (2004), sound measurement must meet the tests of validity, reliability and practicality. In fact, these are the three major considerations one should use in evaluating a measurement tool. Validity refers to the extent to which a test measures what we actually wish to measure whereas reliability has to do with the accuracy and precision of a measurement procedure. Practicality is concerned with wide range of factors of economy, convenience, and interpretability.

Accordingly, 5 point likert scale items was prepared for respondents (adapted from other research papers and by the Author) because it was ideal for the Author to get the necessary information from the respondent. In addition to this, the questionnaire was employed to express their feelings, perceptions, problems related to conflict management practices in the organization. The questionnaire had three parts to obtain the necessary information about the purposes. The first part is about background of the respondent, the second part is the close ended questions and the third part is open ended questions.

To obtain the demographic information of the participants the Author employed descriptive statistics, such as frequency and percentages. Finally, after categorizing similar responses from both closed ended and open-ended questions, the Author analyzed them in terms of the questions.

### **3.5    *Ethical Issues***

While conducting interview questionnaire to respondent, the Author of the project made clear about no need to write name of the respondent or any symbol that identifies respondent in any case. The respondent were given awareness as to they are free to fill the questionnaire with no force rather than filling whatever they think, the information they give is confidential and it is only for educational purpose.

## **CHAPTER FOUR**

### **Data Presentation, Analysis and Interpretations**

#### **4.1    *Introduction***

In chapter three detail illustrations were given as to how the project work will be conducted, methods chosen and the reason why they have been chosen and how the data will be analyzed. This chapter will present the analysis or discussion of the results and how results obtained through the process. The demographic characteristics of the respondents will be presented in tabulation form. Then, the analysis of the result is discussed which includes a descriptive analysis of the data obtained.

#### **4.2    *Demographic Characteristics of the Respondents***

This section deals with the description of background of the target population/ the respondents at NEP+

Table 4.1: Demographic characteristics of the respondents

| Characteristics  |                      | Frequency | Percentage  |
|------------------|----------------------|-----------|-------------|
| SEX              | Male                 | 23        | 70%         |
|                  | Female               | 10        | 30%         |
|                  | <b>Total</b>         | <b>33</b> | <b>100%</b> |
| MARTIAL STATUS   | Single               | 5         | 15%         |
|                  | Married              | 22        | 67%         |
|                  | Divorced/separated   | 6         | 18%         |
|                  | <b>Total</b>         | <b>33</b> | <b>100%</b> |
| AGE              | 24-34                | 8         | 24%         |
|                  | 35-44                | 12        | 37%         |
|                  | 45-54                | 10        | 30%         |
|                  | >55                  | 3         | 9%          |
|                  | <b>Total</b>         | <b>33</b> | <b>100%</b> |
| YEARS OF SERVICE | 1- 5                 | 7         | 21%         |
|                  | 6-10                 | 23        | 70%         |
|                  | 11-14                | 3         | 9%          |
|                  | <b>Total</b>         | <b>33</b> | <b>100%</b> |
| EDUCATION        | Grade 10/12 complete | 4         | 12%         |
|                  | Collage/university   | 29        | 88%         |
|                  | <b>Total</b>         | <b>33</b> | <b>100%</b> |
| DEPARTEMENT      | Admin& Fin Program   | 17        | 52%         |
|                  | M & E                | 9         | 27%         |
|                  | PR                   | 5         | 15%         |
|                  |                      | 2         | 6%          |
|                  | <b>Total</b>         | <b>33</b> | <b>100%</b> |

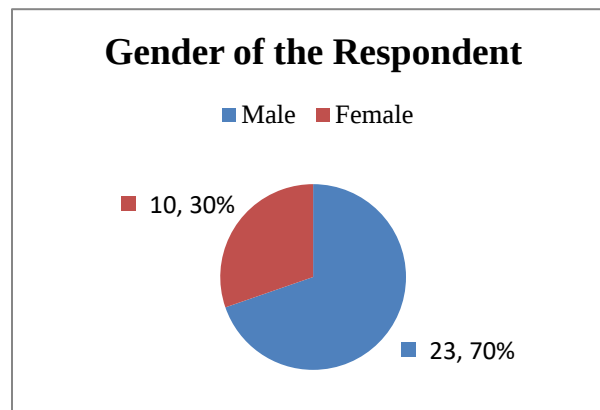
|                 |              |           |             |
|-----------------|--------------|-----------|-------------|
| <b>POSITION</b> | Manager      | 5*        | 15%         |
|                 | Coordinator  | 4         | 12%         |
|                 | Officer      | 19        | 58%         |
|                 | Junior       | 5         | 15%         |
|                 | <b>Total</b> | <b>33</b> | <b>100%</b> |

*Source: own survey, 2018*

**NB.** \*The Executive director was considered as manager (4 departmental managers and 1 Executive Director)

From the above table, the respondents 23(70%) of them were male and the remaining 10(30%) of them were female.

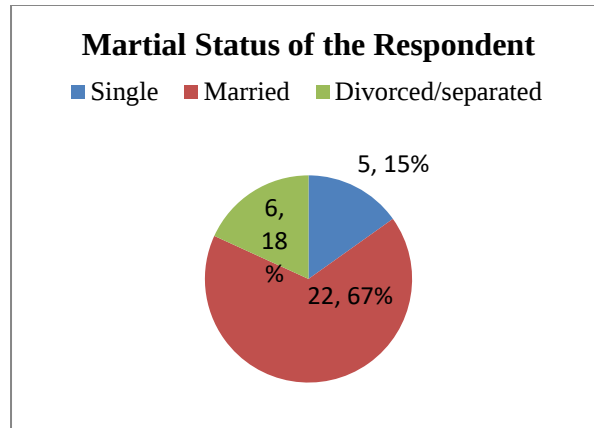
Fig: 4.1 Graphical representation of gender of the respondents



**Source:** own survey, 2018

Looking at their Marital Status 5 (15%) of the respondents were single, 22 (67%) of them were married, and 6 (18%) of them were divorced/separated.

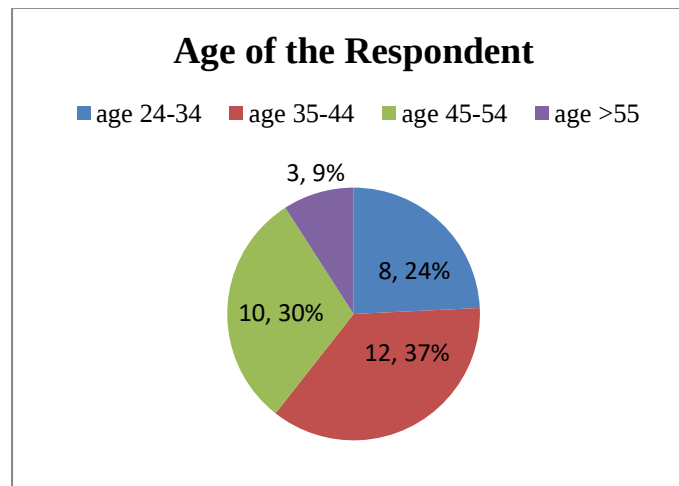
Fig: 4.2 graphical presentation of Marital Status of the respondent



Source: own survey, 2018

When we look at the age of the respondents, between 24-34 were 8 (24%), 35-44 were 12 (37%), 45-54 were 10 (30%) and above 55 were 3 (9%).

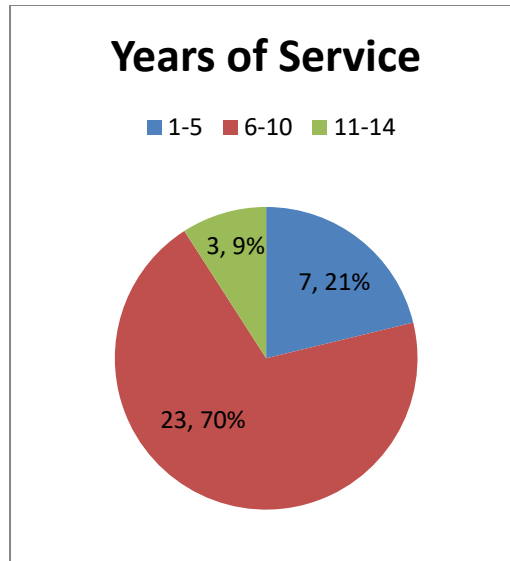
Fig 4.3: Graphical presentation of age distribution of the Respondent



Source: own survey, 2018

When we see years of service in the organization, 1-5 years of experience respondent were 7 (21%), 6-10 were 23 (70%), and 11-14 were 3 (9%).

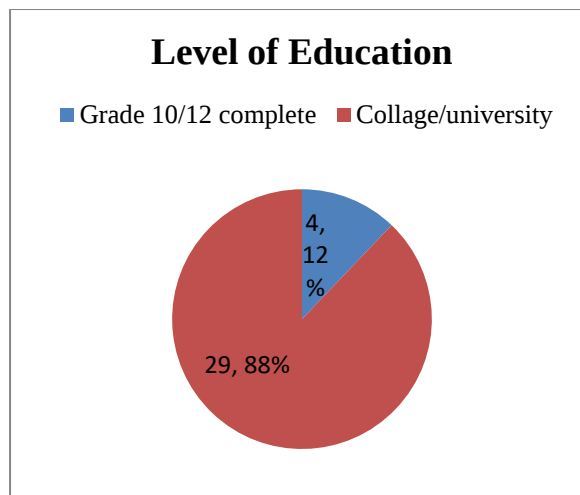
Fig 4.4: Graphical presentation of Respondents' Years of services in the organization



**Source:** own survey, 2018

When we look at the educational level of the respondent, grade 10/12 complete were 4 (12%) and collage/university complete were 29 (88%).

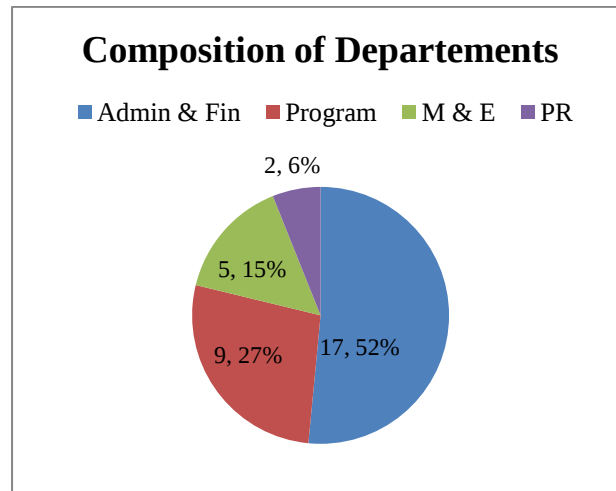
Fig 4.5: Graphical presentation of the Respondents' level of education



**Source:** own survey, 2018

Looking at composition of the respondent from different department, from Admin & Fin were 17(52%), from Program 9 (27%), from Monitoring and Evaluation 5 (15%), and from Public Relation 2 (6%) were participated.

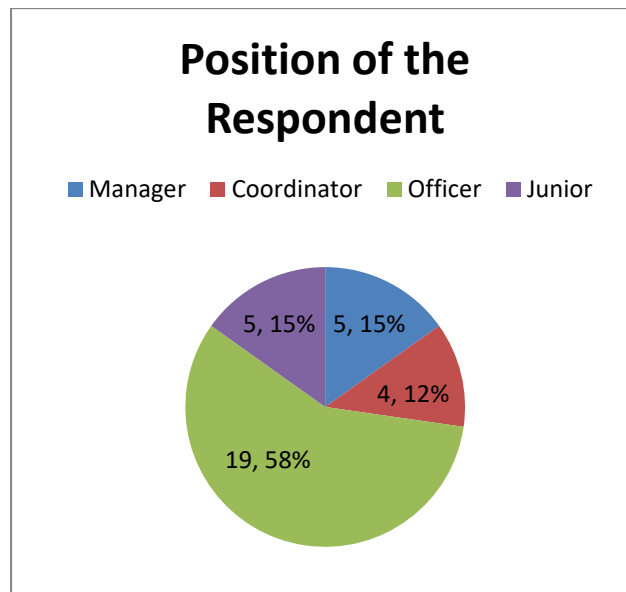
Fig 4.6: Graphical presentation of the Respondents' department composition



Source: own survey, 2018

Finally looking at the composition of the respondents' positions in the organization, departmental Managers 5 (15%), Coordinators 4 (12%), Officers 19 (58%) and Junior 5 (15%) were participated.

Fig 4.7: Graphical presentation of Position of the Respondents in the organization



Source: own survey, 2018

Sheryl D. Brahnham, Thomas M. Margavio, Michael A. Hignite, Tonya B. Barrier and Jerry M. Chin (2005) indicated in their study contrasting female with male in the choice of conflict resolution techniques, found the following result:

- female use collaborative conflict resolution style more likely than male and
- male use more likely to avoid conflict handling techniques as compared to female

Even though the study shows these the number of female in the organization, NEP+, is less than that of the number of male (10 female to 23 male). We may say this shows that NEP+ may lack female collaborative conflict resolution style and favors male avoiding conflict resolution technique.

Other study suggests that female possess more effective conflict resolution attributes than their male counterparts. Besides, females prefer to choose compromise conflict handling techniques than their counter part male, apart from culture; (Jennifer L. Holta, Cynthia James DeVor, 2005).

#### ***4.3 Results of Descriptive Statistics***

This section reveals the result of descriptive statistics in use in the study. To assess the objectives of this study, data was collected through interview questionnaire, and individual interview conducted to thirty-three respondents and personal observation of the Author.

The following table shows tabular representation of response from the respondents by using interview questionnaire, and personal interview conducted at NEP+. The respondents used 5 point likert scaling method to fill the questionnaire.

Table 4.2: Percentage of response from the respondents in each alternative

***1. Strongly disagree   2. Disagree   3. Neutral   4. Agree   5. Strongly Agree***

| SN | Statement                                                                         | 1       | 2       | 3       | 4       | 5       |
|----|-----------------------------------------------------------------------------------|---------|---------|---------|---------|---------|
| 1  | I try to meet the expectations of others                                          |         |         |         | 30(91%) | 3(9%)   |
| 2  | I would argue my case and insist on the merits of my point of view                |         |         | 4(12%)  | 26(79%) | 3(9%)   |
| 3  | I try to adopt a give-and-take approach to problem situations.                    | 2(6%)   | 24(72%) | 7(22%)  |         |         |
| 4  | When there is disagreement, I keep the lines of communication open                | 4(13%)  | 24(72%) |         | 5(15%)  |         |
| 5  | Do you have more than one supervisor?                                             |         |         |         | 2(6%)   | 31(94%) |
| 6  | I prefer to avoid when solving problems and just move on                          |         | 3(10%)  |         | 22(66%) | 8(24%)  |
| 7  | I prefer to collaborate when solving problems and just move on                    |         | 27(82%) |         | 6(18%)  |         |
| 8  | In their groups, members give up agreeing in difference of opinion                |         | 3(10%)  | 9(27%)  | 17(56%) | 4(12%)  |
| 9  | I prefer competing when solving problems and just move on                         |         |         | 3(10%)  | 28(85%) | 2(5%)   |
| 10 | Is there interpersonal conflict at NEP+                                           |         |         | 3(10%)  | 17(51%) | 13(39%) |
| 11 | Is there intergroup conflict at NEP+                                              |         | 5(15%)  | 23(70%) | 5(15%)  |         |
| 12 | There is fair share of limited resources between individuals                      | 19(60%) | 8(25%)  | 5(15%)  |         |         |
| 13 | I explore issues with others so as to find solutions that meet everyone's' needs. |         | 23(70%) | 8(25%)  | 2(5%)   |         |
| 14 | I worried about how tasks should be performed                                     |         |         | 8(25%)  | 20(60%) | 5(15%)  |
| 15 | Is culture cause for conflicts in the projects?                                   | 26(78%) | 4(12%)  | 3(10%)  |         |         |
| 16 | Is budget cause for conflicts in the projects?                                    |         | 4(12%)  | 5(16%)  | 24(72%) |         |
| 17 | I can figure out what needs to be done and I am usually right.                    |         |         |         | 4(12%)  | 29(88%) |

**Source:** own survey, 2018

Looking at the above close-ended table we can now interpret the responses obtained from respondents that changed in to percentage. Responses for open-ended questions will be interpreted next.

Respondents who were asked about whether they meet the expectation of others at working place, 30 (90%) of respondent agreed on that while the remaining 3(10%) strongly

agreed. Employees replied that they are doing their best in delivering the expectation as much as possibly they can.

Regarding pushing for the acceptance of personal point of views, the respondents responded that 26(79%) of them were agree, 3 (10%) strongly agree and 4(11%) were neutral. This is what departmental managers do to make the subordinates accept their orders. Because the manager think ideas should always came from them not from the subordinates.

From the respondent 24(72%) disagree, 2(6%) strongly disagree and 7(22%) neutral on compromise method of resolution. As we can see from the responses large portion of respondent do not uses compromise method of conflict resolution. Departmental managers do not want to practice the idea of give and take in problem situations

Respondents asked about their good line of communication, 24(72%) were disagreed, 4(13%) strongly disagreed and 5(15%) agreed. This response shows that there is communication gap in the organization. The communication flow in any organization/projects must be clear and organized so as to stay on the same pages. The respondents also claimed that the flow of information from top to down is not as expected for the success of the objectives.

Respondent asked whether employees have more than one supervisor in the organization, 31(94%) of the respondent strongly agree and 2(6%) agree on having more than one. Respondent claim that having more than one supervisor creates conflict on interests, creates confusion to which they should report, and confusion on line of authority on their day-to-day activities. The respondents think that if there is a clear line of command it reduces confusion over to whom they should report.

Regarding solving the conflict using avoiding method, 22(66%) of the respondent agreed, 8(24%) strongly agreed while the remaining 3(10%) of the respondent disagree. From this we can understand that managers do not want to cooperate in solving the conflict. If there is a mistake that need correction the employee obliged to make by him/her without any help from his/her superior. The managers responded to this saying that, this is done on purpose and for the benefit of the employee because if he/she finds her/his mistakes and correct it by his/her self it would be good for their future career.

Respondents asked whether they use collaboration method of conflict resolution, they responded that 27(82%) disagree while 6(18%) agreed in using the method. Large number of respondent responded that they do not use this method of resolution. In fact some of the managers accept that collaborating in solving the conflict but the majorities do not. The respondent replied that most of the managers do not want to collaborate in solving conflicts.

Regarding whether there is disagreement in different opinion within a group, 20(60%) agreed, 4(12%) strongly agree, and the remaining 9(28%) were neutral. From this response we can understand that disagreements are there within a group. Different ideas in a group not appreciated. As there are different people, as they come from different background difference in perception is expected in a group. This disagreement in opinion within a group leads to under performance of the employee in the group. The respondent also replied that this difference in opinion leads to conflict most of the time.

Regarding using competing conflict resolution method, the respondent responded that 28(85%) agreed, 3(10%) neutral and the remaining 2(5%) disagree. The respondents responded that whenever there is a conflict, employees do not have saying on the matter except accepting what is decided by the top managers. This response shows that conflicts are resolved by accepting what managers decided to do.

Regarding the availability of interpersonal conflicts, 17(51%) agreed on the availability of interpersonal conflicts, 13(39%) strongly agreed while the remaining 3(10%) neutral. It is expected that employees do not agree on everything they do but the disagreement should not be allowed to the extent that damages the performance. Especially at the beginning of team formation this interpersonal conflict is expected as they try to demonstrate themselves to each other.

Respondents responded on the availability of intergroup conflict, that 5(15%) disagree, 5(15%) agreed and the remaining 23(70%) do not know about the availability of this conflict.

Regarding fair distribution of limited resources among employees, 19(60%) strongly disagreed, 8(25%) agreed and the remaining 5(15%) said do not know about the distribution. As we all know one of the causes of conflict is resource. If these limited resources are not fairly

distributed among employees it disturbs working environment. As long as every employee work for the same goal and organization the limited resources should be distributed fairly among them.

Regarding weather worried about how tasks should be performed, 20(60%) of the respondents agreed, 5(15%) strongly agreed and the remaining 8(25%) remain neutral. This response shows that employees worried about how tasks performed but the interpersonal conflict hinders that performance. It is know that there are differences in skills and understanding of how things performed but the respondent replied that to tell the mistakes, the availability of interpersonal conflict halt to do so.

Regarding weather cultural difference creates conflict in the organization, 26(78%) disagree, 4(12%) agreed while the remaining 3(10%) remain neutral. From this we can understand that cultural difference does not have that much contribution to conflict in the organization. The respondent responded that this difference in culture does not affect us because we only focus on the performance not the culture.

Regarding weather budget is a cause for conflict in the organization, 24(73%) agreed, 4(12%) disagree and the remaining 5(15%) remain neutral. As we all know finance is a blood for any activity to be performed. If the expected budget not avails on time it leads to conflict. It is also known that budget is the main cause for conflict in the organization. The respondents also replied that budget is a barrier to our good performance. Sometimes the budget is less than expected or come late. This situation creates conflict among departmental managers as it has effect on our performance.

Regarding planning the right, 29(88%) of the respondent strongly agreed and the remaining 4(12%) agreed on the planning the right activities. Planning the right will help not only the organization but the employees. As it is said ‘ those who fail to plan, planning to fail’.

After completing the close-ended questions let us see the last part of the interview, the closed ended interview questions. Similar responses from the respondents on each question were combined together for simplicity.

1. *What are the main types of conflict frequently occurred at NEP+?*

The main types of conflicts frequently occurred at NEP+ are interpersonal conflicts, individual vs organization conflicts, conflicts among departments.

## *2. What are the major causes of conflict at NEP+?*

The major causes for these conflicts are:

- Interpersonal conflicts are due to personal problems among employees, some of the employees want to show how valuable they are for the organization and the projects, some of them want to show nobody is beyond them in skills and knowledge, some other want the rest should respect them and obey them.
- Individual vs Organization conflicts occur due to 'obedience' of the staff. This means the top management want employee to accept whatever they decide without questioning; the staff not allowed to raise questions regarding his/her right. The top management fire staff who questioned the illegal acts in the organization.
- Budget is another cause for conflict. Departments ask for training or purchase of materials but the finance department refused to give. At the end of the year that money left in bank and sent back to the funding agent.
- Misconduct by employees
- Misunderstandings
- Involvement of the board
- Inequity: employees who do same mistakes got different measurement. Employees who are friends of the department head do not get any punishment whereas those who are not friends of the head do get punishment.
- Grouping: in this case grouping is not for task rather for attacking others who are against them. Members of the group may get better opportunities in training, promotion and benefits. These groups always seek the failing of the other group

## *3. How are conflicts resolved at NEP+?*

So far conflicts resolved by the top management's mercy. Conflicts b/n staff and organization is still under court case. Interpersonal conflicts resolved differently: if the staff agrees on what the management proposes then he/she may not get penalized, if does not agree on what they say then he/she will get penalized. No standard as to how conflict resolved in the organization. The

respondents also claimed that they have suggested the management to have discipline manual and discipline committee that work for all.

*4. Is conflict functional at NEP+?*

So far conflicts in the organization not functional. It disturbs the performance of both employees and organization. Because employees think how to beat the opposing staff rather than focusing on their activities. But science says that there are positive and negative conflicts. The negative hurts while the positive one help. If there is harmony and understanding among staff the positive conflicts may help in improving performance.

## **CHAPTER FIVE**

### **Summary, Conclusion and Recommendation**

This project work was conducted to examine the practice of conflict management at Network of Networks of HIV Positives in Ethiopia (NEP+) in Addis Ababa. In this chapter, major findings are going to be summarized and conclusions based upon the findings are drawn. The chapter also includes recommendations forwarded based on the assumption that they could be solution for problems investigated in the study.

### ***5.1 Summary of Major Findings and Conclusions***

The main purpose of this project work is to assess how conflict management is practiced at Network of Networks of HIV Positives in Ethiopia. While assessing the practice the Author has found the following findings as a summary:

- ❖ Members of the group unable to accept opinion
- ❖ Employees in the organization have more than one supervisor to manage them.
- ❖ No cooperation from the respective departmental managers in correcting employee mistakes
- ❖ Most of the conflicts are resolved in competing and avoiding method rather than compromising, accommodating, and collaborating conflict resolution method.
- ❖ Interpersonal, individual vs organization and conflicts among departments are high in the organization.
- ❖ No room for employees to comment on what they think wrong in the organization
- ❖ Staff grouping to attack each other rather than work together
- ❖ Inequity, unfair distribution of resources
- ❖ No respect to each other
- ❖ No clue about conflict and its management
- ❖ There are employees who are unsatisfied in what they do and paid as a compensation
- ❖ Lack of uniform measure for the same misconduct
- ❖ Conflicts in the organization were more of dysfunctional rather than functional.
- ❖ There is Communication gap among staff
- ❖ The budget is a cause for conflict.
- ❖ No chain of command

## **5.2 Recommendations**

From the above major findings and conclusions at Network of Networks of HIV Positives in Ethiopia (NEP+) obtained while conducting this project work, the Author recommend the following:

- I. One of the means of keeping experienced and highly skilled staff is satisfying the staff as much as possible. Satisfactions could be in payments, benefits, office atmosphere etc. Therefore NEP+ should go for market equivalent compensation and benefit, attractive office environment, etc. to keep the existing and attract others.
- II. The organization should develop a specific line of authority to staff to avoid ambiguity and conflict as to whom to report or responsible to whom.
- III. The organization should fill gap of communication so as to create trust, collaboration, and coordination among staff, and also give time to employees' opinion.
- IV. The organization should develop and apply a proper conflict management system that works for all.
- V. NEP+ should try to identify the main causes of conflicts, give awareness creating training to staff about conflict and its management, create a discipline committee in the organization to handle the issue and record and document every disciplinary issue in the office for future reference.

## **5.3 Direction for Future Research**

As this field of study, Project Management, has younger history in our country, as it is applied field of study, and as it helps to solve the current overruns we have seen in most projects, I recommend the future researchers to conduct a detailed research on the field by spending a longer time so as to create awareness on the project owners and managers. By so doing the project managers and owners would understand how projects should be managed from the beginning to the end of the projects at least reducing the overruns.

Regarding conflict management, future researchers better to have more time to get in to detail investigation of the issue so as to get better research paper out of it that help similar projects.

## **REFERENCES**

- ❖ Alison Doyle (2018). Conflict Management Skills Lists and Examples. Journal of Business and Management, p 1-4
- ❖ Amy Ohlendorf (2001). Conflict Resolution in Project Management, Information Systems Analysis, MSIS 488
- ❖ DigvijaysinhThakore (2013). IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X. Volume 8, Issue 6 , PP 07-16 [www.iosrjournals.org](http://www.iosrjournals.org)
- ❖ Eric Dontigney (2018). 5 Conflict Management Strategies. Journal of Business and Management, p1-5.
- ❖ Harold Kerzner (2002). Project Management System Approach to Planning, Scheduling, and Controlling, 2nd edition, S.K. Jain for CBS publishers and distributors, New Delhi.
- ❖ Harold Kerzner (2002). Project Management System Approach to Planning, Scheduling, and Controlling, 10th edition, John Wiley & Sons, Inc., Hoboken, New
- ❖ Lewis D; French, E.& Steane, P.(19917), A Culture of Conflict, Leadership & Organization Development Journal, Vol.18 No.6, pp.275-82.
- ❖ MesekeremAssefa (2014). Conflict Management Styles among EOTC Priests: The case of Priests from seven selected churches in Addis Ababa.
- ❖ NEP+ HR and Financial Manual (2017), ed 3, PP 1-5
- ❖ OSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X. Volume 8, Issue 6 (Mar. - Apr. 2013), PP 07-16
- ❖ Participant's Manual Comprehensive Public Training Program, Office of Human Resource Management, Louisiana State University, 304 Thomas Boyd Hall
- ❖ Pinto, J. K. & Kharbanda, O. P. (1995). Project Management and Conflict Resolution. Project Management Journal, 26(4), 45–54.
- ❖ POBOK (2008). A Guide to Project Management Body of Knowledge, 4th edition, Project Management Institution, Inc, 14 campus boulevard, Newton square Pennsylvania, USA.
- ❖ Robbins S.P, Timothy A. Judge, Seema Sanghi (2009). Organizational Behavior, 13th ed. Dorling Kindersley (India) Pvt. Ltd, New Delhi
- ❖ Shay and Margaret McConnon (2008). Conflict Management in the work place, 3<sup>rd</sup> Edition, Spring Hill House, Spring Hill Road, Begbroke.

- ❖ Tara Duggan (2018). Article on Project Management & Team Conflict Resolution, pp10-15.
- ❖ Thamhain, W. I., & Wilemon, O. L. (1975). Conflict Management in project life cycles. Sloan Management Review, 16(3), PP 31-50. What's all the fighting about? Conflicts in Project Management.
- ❖ The AMA Guide to Management Development, AMACOM Publications, Tobin and Petingell, [www.amacombooks.org/go/AMAGuideMgmtDevelop](http://www.amacombooks.org/go/AMAGuideMgmtDevelop), 2008.
- ❖ Verma, V. K. (1996). Human resource skills for the Project Manager. Upper Darby, PA: Project Management Institute, p. 122.
- ❖ Vijay K. Verma. (1998) Conflict Management in Projects. The project Management Institute

**Collage of Business and Economics School of Commerce**

- | SN | Statement                                                          | 1      | 2       | 3      | 4       | 5     |
|----|--------------------------------------------------------------------|--------|---------|--------|---------|-------|
| 1  | I try to meet the expectations of others                           |        |         |        | 30(91%) | 3(9%) |
| 2  | I would argue my case and insist on the merits of my point of view |        |         | 4(12%) | 26(79%) | 3(9%) |
| 3  | I try to adopt a give-and-take approach to problem situations.     | 2(6%)  | 24(72%) | 7(22%) |         |       |
| 4  | When there is disagreement, I keep the lines of communication open | 4(13%) | 24(72%) |        | 5(15%)  |       |

|    |                                                                                   |         |         |         |         |         |
|----|-----------------------------------------------------------------------------------|---------|---------|---------|---------|---------|
| 5  | Do you have more than one supervisor?                                             |         |         |         | 2(6%)   | 31(94%) |
| 6  | I prefer to avoid when solving problems and just move on                          |         | 3(10%)  |         | 22(66%) | 8(24%)  |
| 7  | I prefer to collaborate when solving problems and just move on                    |         | 27(82%) |         | 6(18%)  |         |
| 8  | In their groups, members give up agreeing in difference of opinion                |         | 3(10%)  | 9(27%)  | 17(56%) | 4(12%)  |
| 9  | I prefer competing when solving problems and just move on                         |         |         | 3(10%)  | 28(85%) | 2(5%)   |
| 10 | Is there interpersonal conflict at NEP+                                           |         |         | 3(10%)  | 17(51%) | 13(39%) |
| 11 | Is there intergroup conflict at NEP+                                              |         | 5(15%)  | 23(70%) | 5(15%)  |         |
| 12 | There is fair share of limited resources between individuals                      | 19(60%) | 8(25%)  | 5(15%)  |         |         |
| 13 | I explore issues with others so as to find solutions that meet everyone's' needs. |         | 23(70%) | 8(25%)  | 2(5%)   |         |
| 14 | Do you think there is communication gap among employees                           | 3(10%)  | 22(65%) | 5(15%)  |         |         |
| 15 | Is culture cause for conflicts in the projects?                                   | 26(78%) | 4(12%)  | 3(10%)  |         |         |
| 16 | Is budget cause for conflicts in the projects?                                    |         | 4(12%)  | 5(16%)  | 24(72%) |         |
| 17 | I can figure out what needs to be done and I am usually right                     |         |         |         | 4(12%)  | 29(88%) |

**PartIII** dear respondents please suggest your free opinion? (Open-ended questions)

1. What are the main types of conflict frequently occurred at NEP+?
2. What are the major causes of conflict at NEP+?
3. How are conflicts resolved at NEP+?
4. Is conflict functional at NEP+?

