

**THE EFFECTS OF CONFLICT MANAGEMENT ON ORGANIZATIONAL
PERFORMANCE OF MAJOR GENERAL HAYELOM ARAYA MILITARY
ACADEMY**



School of Commerce

**DEPARTMENT OF BUSINESS ADMINISTRATION AND INFORMATION
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STATEMENT OF DECLARATION

I, MulatieSisayEjigu, declare that the paper work entitled “The effect of conflict management on organizational performance on Major General HayelomAreaya Military Academy ‘’ is my original work. I have carried out this study independently with the support and guidance of my advisor WorkuMekonnen(PHD). In addition this project has not been presented in Addis Ababa University or other collages before and that all sources of materials used have been acknowledged accordingly.

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STATEMENT OF CERTIFICATION

This is to certify that the thesis prepared by MulatieSisayEjigu has carried out this thesis work on the topic “effect of conflict Management on organizational performance on Major General Hayelom Araya Military Academy”. This work is original and suitable for submission for the award of Master in Human Resource Management.

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ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION AND INFORMATION SYSTEMS
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LISTS OF ACRONYMS AND ABBREVIATIONS

HRM:	Human Resource Management
M:	Mean
LT.	Lieutenant
MGHAMA:	Major General Hayelom Araya Military Academy
MOND:	Minister of National Defense
NCO:	Non- Commissioned Officer
PTC:	Principal-Teacher Conflict
SD:	Standard Deviation
SPSS:	Statistical Package for Social Science
TSC:	Teacher-Student Conflict
TTC:	Teacher-Teacher-Conflict

Abstract

The aim of this study is to investigate the effects of conflict management on organizational performance on MGHAMA. The study is conducted using mixed research approach with descriptive and explanatory (causal) research design. The primary data had collected by using lekirt scale questionnaire, open space and interview with the selected and accessible academy members. In addition secondary data is collected from both published and unpublished literary of the academy, like annual reports, meeting minutes, books and other related studies. The collected data were analyzed using descriptive and inferential statistics. The target population was 214 MGHAMA members from different sections. From this 139 were used as a simple. Out of 139 distributed questionnaire 130(95.5%) were collected and analyzed by using SPSS Version 20, which produced descriptive and inferential statistics used to present the result in tables. The findings indicated that MGHAMA is not well practiced conflict management strategies and not worked to developed member's perception regarding conflict management and its impact. This result brings low academy performance in order to produce qualified and competent line officer. The effect of conflict management on organizational performance of MGHAMA was tested by cooperative, competitive, avoidance conflict management strategies and perception of members. In fact competitive conflict management strategy had less significant and weak association with organizational performance but, the rest measures had strong association and level of significance with organizational performance. This Study recommended that MGHAMA Commandants should focused on improving conflict management mechanisms by insuring participations, build sense of belongingness and improve the perception of academy members throughout intensive participation and provide effective training regarded to conflict management and its impact on organizational performance.

Keywords: *conflict management, organizational performance, military academy*

CHAPTER ONE

INTRODUCTION

In this chapter, points used as a road map for the remaining parts of the study like; the background of the study, statement of the problem, research questions, and significance of the study, definition of basic terminologies, limitations of the study, scope of the study and finally organization of the study were discussing.

1.1 Back Ground of the Study

According to De Wit, Greer & Jehn (2012), Disagreement is common in all social interaction. It is obvious or inevitable part of living, because it is associated to environment of position struggle, inadequate wealth, division of functions and role-differentiation. The term conflict which has many definitions throughout the years, but most researchers agreed that it is best describe as an interactive process, “manifested in inappropriateness, disagreement within social entities,” (Schmidt, 2008). Conflict which defined as a “central tension” that obviously occurs anywhere there are interdependencies and shortages (e.g., systems, structures, obligations, norms) on behavior (Cogburn, Paul Battaglio & Bradbury, (2014). This concept is explored in different research investigations in different disciplines, including public administration, communications, management, psychology, sociology, organizational behavior and political science (De Dreu, 2008). Based on De Dreu (2008), linked task-related conflicts that team is conducting its task, about the cons and pros of certain task-approaches and relation-related conflicts such as those with people, counting their humor and values.

In the early 1900's, conflict was seen as display of bad institutional administration which needed to be eliminated, in the mid-1950's, it was accepted inactively and perceived as expected and normal; manager focused on managing disagreement, while in the 1970's, conflict was perceived as necessarily as not bad or good but could be used to support growth, in the 1990's, managers needed to meet and managing conflict properly (Carment, D. and Schnabel, A. eds., 2004). Conflict is universal and all-inclusive in societies and their affairs. In nature of the complexity of the organization conflict is not simply unavoidable (Stavenhagen, R., 2016). According to De Waal, (2000), conflict is widespread and universal in social integration. Which means it occurs

among institutions, among the members of the institutions and within the personality of each individual because existence of conflict is an everyday reality.

Conflict arises in groups because of position, need of freedom, and need of resources. People who value independency tends to resist the need for interdependency, to some extent, conformity with in a group. In nature, peoples are fighting with each other for position and status. Conflict is the continuous part of institutional life and which may occur between individual, between the individual with the group and between groups and organizations. Conflict is inevitable nature and pervasive fact in social life.

The most prominent effects of conflicts are the quality of services and products, excessive expenses as an outcome of recruitment and training resulting from employee turnover, and most importantly, decrease work result due to overall organizational performance (Park, and Shaw, 2013). Even though conflict is normal part of life, but it is necessary learn how to resolve effectively before it reaches the distraction phase particularly in the military organization because of the members are well trained and equipped individual and group weapons. Controlling and timely managing conflict should be viewed as important aspects in achieving organizational success, enhancing productivity and team spirit. However, many organizations suffer constant patterns of unmanaged disagreements that are expensive and often asymptotic of sequence institutional unhappiness. Actually some experts believe that timely unmanaged conflict brings the major minimize cost in many business and non-business organization, so far it remains mostly unfamiliar (Olang, B.A., 2017).

There are many previous studies and definitions about organizational performance. According to Armstrong (2006), performance of the organizational is the output terms as the success of objectives and how these objectives are achieved. In addition Lebens and Euske (2006), states that, performance may be understand in differently way depending on the individual who conducted the level of assessment organizational performance. High performance is the outcomes of proper behavior, particularly discretionary, and the successful use of the required skills, knowledge and competencies. According to Coleman, V.I. and Borman, W.C.,(2000), performance which defined as the way that conducting or carrying into execution that undertaking of a duty.

According to the ecological model in public organization theories, organizational performance could be defined as an ability of organizations to meet institutional objectives and demands from their environments (Selden and Sowa, 2004). Therefore, socio-economic, legal, and administrative factors have put emphasis on studying organizational performance in the public sector. In other words, external factors have been emphasized in research on the organizational performance of government (Sanderson, 2001). Moreover, many researchers argue organizational health, management variables, and various internal factors have significant effects on organizational performance (Boyne, 2003). Even though each scholar has a different idea about the performance of organizations, most admit that both internal and external factors affect organizational performance.

Conflict and managing conflict go together. Conflict is process of difference between the societies, while, managing conflict is the way which managed it before leads to distractive way. According to Rahim (2002), managing conflict comprises completion methods to diminish the negative result of conflict and to make bigger the positive result than where the conflict is taking place. The aim of managing conflict is to improve outcomes of organization performance. The concern is not avoiding or eliminating all conflict. Conflict management is an activity of controlling and identifying conflict in sensible, fair and well-organized manner it needs such skills as effective problem solving, bargaining and communicating with a focus on interests (Kuhn and Poole, 2000).

Conflict is, therefore, quite a critical issues that must be carefully addressed, requires an urgent consideration and alleviate it is pretty challenging indeed. Thus, finding ways to promote the common good or positive results and reduce the dysfunctional effects of conflicts is important for the survival of an organization spatially in Military because of the members are well trained and fully equipped. To this end, the study attempted to investigate the practices of conflict management strategies, perception and its outcome of MGHAMA.

1.2 Statement of the Problem

According to Tjosvold (2008), conflict has an important role for personal growth and development if we used and managed for organization in a positive and constructive way. According to Rahim (2002), the society level of understanding and perception towards the conflict is different. Effective conflict and conflict management practice helps to achieve

organizational performance. While doing his study on effect of institutional conflict on organizational performance; his study used descriptive research design and likiert scale type questionnaire to collected data from 96 organizational leaders in selected Airlines Company, road transport office and insurance institutions in Lagos metropolis. This study revealed that resources shortage is the major reason of disagreement in the studied organizations and the outcome of the study shows that conflicts have both negative and positive outcomes on the organizations.

Ramani, K. and Zhimin, L., (2010),explored the effects of organizational conflicts management on performance of teachers in secondary schools in Kenya and generalized that disagreements had an effect on the performance of the organizations. The report of the result of a survey done on the educational organizations in (Kenya, 2011) revealed that most academic organizations have been less effectiveness in managing conflicts in spite of the Government policy put in place including collaboration, computation, avoidance,(Ministry of Education report, 2008). This had a dripped down effect on the academic performance.

It is believed that military operations require more cooperation and high interaction between army members and officers. The military operation is conducted under highly stressful environment and requires sacrifice of life and destroying of equipment. As it believed that conflict is the process of social interaction, military organizations are part of it. To the nature of the situation, conflict in military organizations should solve and managed timely. Timely and effective conflict management practice contributes for the success and achieving organizational objectives.

From the researcher daily observation, discussion with organization's members, information from academy meeting minutes, and annual reports in the year 2011 E.C, the researcher observed that the academy faced conflict management problem. This leads to an increasing number of unsatisfied members, increasing murmured and gossiping, and also increasing rate of turnover, service termination by a means of 7-10years. For these reasons the researcher motivated to study the effect of conflict management on organizational performance in MGHAMA. To fill the gap, this study has attempted to discuss how conflict management practice is implemented in MGHAMA. Moreover, it tried to study the effect of this practice on the organizational performance of the academy and its challenges to implement its mission received from MOND.

In summary, the emphasis of this paper has explore the effect of conflict management practice (strategies and perceptions) on the results of organizational performance of MGHAMA and to suggest the best possible and applicable practices which are suitable to the nature and mission behavior of the Military Academy. Therefore the study targeted to answer the following basic three research questions:

1.3 Basic Research Questions

1. To what extent cooperation, computation and avoidance conflict management practices effect on the performance of MGHAMA?
2. What is the perception of the Military Academy's members about conflict management and its impact on performance of MGHAMA?
3. What are the effects of conflict management and member's perception on the performance of MGHAMA?

1.4 Objectives of the Study

1.4.1 General Objectives

The general objective of this research is to investigate the effect of conflict management on organizational performance in Major General HayelomAaraya Military academy.

1.4.2 Specific Objectives

1. To examine how cooperation, computation and avoidance conflict management practices effect on performance of MGHAMA.
2. To investigate perception of the Military Academy's members about conflict management and its impact on organizational performance of MGHAMA.
3. To examine the effect of conflict management and member's perception on the performance of MGHAMA.

1.5 Significance of the Study

Disagreement is unavoidable in nature and pervasive phenomenon in human life, while conflict management is the way of solving or managing the conflict before it leads to distractive phase.

The need to know what is conflict and how to manage, minimize undesirable conflict and exploit the benefits of desirable conflict, and its sources made the problem more purposeful. As a result, this study will have the following significance:

1. To provide information for MGHAMA commandants how conflict management is affecting the organizational performance. This would help the commandant to identify the factors that influence conflict management and take an action before it leads to distractive phase.
2. The researcher investigates the finding about the research gap and gives necessary recommendation how the organization timely manages the conflict and improve the perception of organization members before it leads to affect the Military Academy performance.
3. In addition the findings of this research helped as a platform for the coming (future) researchers, academicians and students conducting investigation on this topic.

1.6 Scope of the Study

In the Ethiopian army, all units and training centers have different conflict management practices, which have a negative or positive effect on their organizational performance. But, for the case of success and to handle the limited researcher time and budget, this study only focused on MGHA long-term program officer cadets Military Academy that found at Holeta Genet to investigate the effect of conflict management on organizational performance particularly conflict management strategies (cooperation, computation, avoidance) and perception of the organizational members about conflict management and its outcomes on organizational performance.

This study did not including other Army units, even which excluded short-term program training centers of the Military Academy. Major General Hayelom Araya Military Academy selected as the area of the study, because such kind of research title or area has not been doing in this regard and the trainees and staff members are collecting from different army units this enables to gather adequate information. So, this thesis can be regarded to the first effort to investigate the existing conflict management practices and its effect on organizational performance of MGHAMA.

1.7 Limitation of the Study

Some influential factors have been faced the interest of participants to respond on time regard to fear of COVID-19, quality of response, lack of clarity and some doubt during interview question. COVID-19 also limits the face to face interaction with the adviser and other concerned body's. This study is first time which conducted in the Military Academy which could be understood as a constraint. This study was conducted only in one Military Academy. Hence, this may limited the capability of the study to generalize the result (finding) for other army units within the Ethiopian ministry of national defense force (MOND).

1.8 Operational Definition of Terms

Conflict- is all kinds of disagreement or antagonistic interaction. Which occurs in the behavior of individual that obstruct the achievements of some other persons with goals

Conflict-Management- is the process of maximizing positive aspect and minimizing negative aspect in order to enhance organizational performance. Managing conflict is the way that solving the disagreement.

Performance – is an output term and which is the achievement of objectives and how these objectives are achieved.

Organizational Performance—A military Academy - is an educational institution which prepares candidates for service in the officer corps. It normally provides education and training relating to military environment and military operation.

Military academy- is a training center which provides training and education in order to produce competent and capable army officer.

1.9 Organization of the Study

This research consists of 5 chapters in general. Those chapters are stated as the following manners. Chapter one consisted as introduction part of the study, study of the background, problem of the study, objectives, research questions, significance, scope, limitation the research studs, and definitions of some key terms used in the study. Chapter two described about review of literature which consisted, theories, and empirical studies that were publishing for academic purposes and conceptual framework. Chapter three is the methodology part of the study. It

describes the points of description of the Study Area, research approach, research design, population and sample, data source and types, data collection procedures and instruments, ethical consideration and finally data analysis will be address. Chapter four consisted with data analysis, outcomes and discussion of finding and explanation of the outcomes. Chapter five also covered with about summary and conclusions draw by the researcher. Finally the researcher provided appropriate recommendations starting from the limitations of the study down from the research results.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter reviews the related literature on the effect of managing conflict on performance of organizations. The literature review mainly focuses on topics the study that is relating to the thematic concepts that constitute the empirical review and conceptual framework of the study. This review of literature emphasizes on concepts, ideas, and findings that are relating to the objectives of the study. This part consisted related literature that presented in three major parts. Those are theories related to the topic, empirical studies and conceptual models.

2.2 Theoretical Review

According to Isaksen and Ekvall (2010), Conflict has inevitable nature in the working environment and human life's. The organizational conflict theory states that there are numbers of conflicts that happen within an organization. Throughout the years there are three different views have developed about conflict in working environment. Those are: traditional view, behavioral view, and interaction's view.

The traditional view in the (mid-1940s) feel that disagreement is bad, destructive and always has negative impacts, so we should expect avoided and eliminated it by any cost. Another one is contemporary or behavioral view, this also to be called human relations view, which was emerging in the late 1940s and held sway through the 1970s. This view agreed that disagreement is common and inevitable in all institutions and which may have either a negative or positive outcomes or consequences, depending on the nature of conflict and the way it handled.

The 3rd one is the interaction view, this views of conflict motivates conflict based on the idea that a harmonious, tranquil, peaceful, too-mutually organize organizational project and likely to become apathetic, static, stagnant, and unable to respond to change and improvement. This approach motivates the managers to retain a suitable level of conflict.

2.2.1 Concepts of Conflict and Conflict Management

The Concept of Conflict

According to Armstrong (2009), the term Conflict defined as all kinds of opposition or antagonistic interaction between groups and individuals Conflict is common and inevitable in the life of organizations Conflicts are an everyday observable fact in each organization This is impossible to avoid it But it is possible to managing it by identify the conflict symptoms in time It is crucial to constantly way the company's signal which point to their survival.

According to Azamosa (2004), conflict is unavoidable part of life because of it is associated to situations of resource scarce distribution problems relation with power and role differentiation with the absence of all inclusive meanings of conflict various meanings have been provide by many investigators' from multiple disciplines Among these some of them are originated from different fields such as behavioral sciences psychology sociology anthropology and communication many researchers like (Rahim, 2001; Vecchio, 2000), described disagreement as a part of process Which means conflict is “the process which starting when one conflicting party understand that the other is aggravated or is about to irritate some desired of his , (1976) In the same way that (Barki, H. and Hartwick, J., 2001) perceived as conflict or disagreement is a procedures in which one group feels that its security are being disagreed or affected negatively by another conflicting group.

According to Tamiru, N., (2014),conflict is theoretically dependent on main parts such as expressed perceived inappropriateness of goals resist perceived limited rewards interdependence and interference. On the other contextual point of views conflict is expressed as a struggle among two or more interdependent group understanding incompatible goals limited wealth and interference from others in which achieving their goals (Jehn, K.A. and Bendersky, C., 2003).

Conflict Management

Conflict is unavoidable and inevitable part of human life but it better to solve and timely managed. Managing conflict includes implementing strategies to minimize the negative result of conflict and to enhance the positive outcome of conflict at a level equal to where the disagreement is taking place, the aim of managing conflict is to improve group outcomes and learning (Rahim, 2002). It is not concerned to avoid all conflict. Conflict management, as a

concept, has been conservatively related with conflict containment and resolution. Managing conflict is a means of recognize and manage conflict in a reasonable, fair, and effective manner, which needs the skills as effective communication, problem solving, and negotiating with a focus on interests (Furlong, G.T., 2010). There are numbers of styles to manage conflicts in organizations. For instance, Follett suggested three main ways to handle conflict: cooperation, compromise and avoidance. In addition this she found others, such as prevention and control. Barbuto Jr, J.E., and Xu, Y., (2006), were the first management thinkers to present the conceptualization of the five conflict styles into an avoiding, cooperating, dominating, compromising and integrating.

2.2.2 Concepts of Organizational Performance

There are many studies which conducted on performance of the organization. However, this study will shows to establish whether MGHAMA Society Limit will accept conflict management and well understand the effect of this on organizational performance.

High performance is the consequences of suitable behavior, especially discretionary, and the effective use of the necessary knowledge, skills and competencies. In addition Euske&Lebans (2006), states that Performance may be recognize in a different way depending on the person contribution in the estimation of the performance of the organizations.

According to Gilbert and Ivancevich, (2000), performance refers to the act of performing better into execution or identifiable action, achievement in the undertaking of a duty. On another hand Perez et al. (2007) stated that performance of the institution is one of the main significant constructs in organizational management. In general organization performance should be measure by Performance measurement estimates weather it achieve the targeted results or not. He express that the majority of performance evaluation methods could be grouped into six(6) broad categories effectiveness interims of efficiency, cost, quality, time deliver, creativity and productivity. He concludes that performance of the organizations measured by interims of the above listed parameters.

2.2.3 Views /Perception/ of Conflict and Conflict Management

Scholars view conflict indifferent domination based on their organizational theory. Conflict is a certainty in everyone's human life and must be understand as a normal gift of life and which

occurs every day. Bjugstad, K., Thach, E.C., Thompson, K.J. and Morris, A., (2006), said that disagreement is not only good but which is too essential because, it can motivate inventive thinking when it managed in the right time and the right way. Disagreements are a necessary part of a human's life in all issues if it handles properly. No one avoids conflicts even in family's members, at work places or even when watching the news on television, playing football games (Viletta and Kay, 2012). Historically, the next views of conflicts are acknowledged:

Perception is the procedure by which members organize and give meanings to her/his environment in order to give an analysis to their surroundings and thus, it affects considerably their place of work behavior (Stott, C. and Reicher, S., 1998). In addition to this Mullins (2005), states that perception is a mind-set function of general significance to stimulus such as color, shapes, pressures, sound and feelings and so on. This gives rise to individual behavioral actions to a certain environment. Perception played a main role in determining the understanding of members towards policies, tasks and programs in institutions. It affects members' acceptance and actions towards institutional programs and policies, including managing conflict efforts. Perceptions affect our judgment, interpretations, and estimation of phenomena, and as a result, determine our attitudes.

Traditional View (1930-1940)

This school of thought states that conflict is distracting; it must be avoided by any cost before conducting within the group. These views believed that conflict is negative and is linked with destructive. Conflict arose in the case of absence of trust between individuals (groups) and poor communication. On the perception of these views, conflict can be managed only with the support of a high-level administration body. Based on the point of this view, all disagreements are unimportant so, it should be eliminated by any cost. According to Robbins (2005), in order to develop organization performance, managers should give concentration to causes of conflict and manage it timely. In addition Jehn, K.A. and Bendersky, C., (2003), states that conflicts have negative interaction, bring negative feelings within the group and may lead to a distracting phase. From these views we conclude that any conflicts which occur within the organizations are destructive and harsh, so we should avoid and eliminate by any cost and sacrifices.

The Human Relations or Contemporary View (1940-1970)

This view accepts conflict and states that disagreement is a normal event in all groups.

According to Dionne, S.D., Yammarino, F.J., Atwater, L.E. and Spangler, W.D., (2004), conflict may promote a group's performance. People concentrate and give attention only to manage the conflict which is large or serious (Leung, 2010). From this we realize that conflict is seen as a common and inevitable result of people working together in teams and groups. Robbins, et al. (2005), concludes that not at all views of conflict positively than negatively which used as possible force in involving to the performance of individuals.

The Interactions/Modern/ View:

According to Robbins, et al. (2005), resolving conflicts means demanding normal process and events is an attempt to advance individual efficiency or introduce innovative systems. Conflict is vital and necessary to enhance productivity, but not all conflicts are bad or good by its nature. This school of thought has identified a number of conflict types among those some of them are:

- task conflict, relates to the content and goals of the work;
- relationship conflict, which focuses on interpersonal relationships; and
- Process conflict, which relate to how the task gets completed (Robbins, 2005).

These views interpret conflict totally different from traditionalists and contemporary view. According to this view, conflict can be identified as either dysfunctional or functional. Conflict is a part of natural phenomenon in people's life and organizational structure. Conflict can inspire creativity and enhance organizational performance when handling and timely resolving. According to Leung (2010), conflict has positive outcomes in work environments and organizational productivity, but it should be resolve before it leads to undesired, harmful and dysfunctional level of conflict.

We summarized the above in the following manner;

Traditional views of conflict: Conflict is dysfunctional, unhelpful, irrational and distractive so, "stamp it out",

Contemporary views of conflict: Conflict is natural and inevitable at all the time organizations. So, "tolerate it",

Integrationist views of conflict: Without conflict, we become passive and non-responsive. So, "encourage it".

2.2.4 Barriers that affect Managing Conflict

Effectively and timely well managed conflict brings a fundamental change at the institution-level, so that impact of conflict could greatly be reduced while increasing substantive conflict. Important dynamisms in definite areas like organizational culture, leadership, and the organization's structural design influence management conflict in organizations.

Leadership Style

Leadership style could affect managing conflict in the organizational level. The leadership styles may motivate or de-motivates the organization member's level of managing conflict in the organization. Principally, leaders may be either transitional or transformational. For instance, transformational leadership is likely to be more charismatic and they can use this quality to pressure on effective conflict management. While, transactional leadership styles influence by sanction and build fear in the mind of members, (Deutsch, 2000).

Organizational Culture

Effective managing conflict is mainly affected positively or negatively by the culture of the organization that encourages honesty and taking the risk and also distributes useful information between organizational members. According to Lee, P. and Rad, A., (2006) expressed that, such type of learning where incentive is given as a substitute of a stick to improve intentional learning through positive reinforcement. On the other side, conditions where the kind of culture die motivates workers from demanding the current environment, workers may not fully helpful in the managing of conflict process and they would keep their opinions to themselves. In such cultures, workers are not willing to bring their opinions and cooperation's throughout decision making in the institutions and hide their ideas.

Organizational Policies and Procedures

The institutional conflict management system has a big factor on the way conflict of management. Some organizational policies may affect the practices either negatively or positively. From the positive ones are allows employees to contribute effectively in the conflict management procedure on the other way strict rules and legislations, limit employee

participation to express their idea about how the ways the conflict is managed negatively influence in the managing conflict process (Zald, M. & Rao, H., 2005).

2.2.5 Stages of Conflict

According to Mäkinen, E.I., (2018), there are five stages of conflicts based on their outcome. These are: latent, perceived, felt, manifest, and conflict aftermath. Each of them is described as follows:

Latent Conflict

Latent conflict is the first stage of conflict. This type of conflict will start with the condition of difference in goals, opinions among members who suspect dimly aware that there may be a conflict. According to Deutsch (2005), this stage of conflict often arises when an already overloaded workforce is assigned to do a new task, the way of an organization changes, etc. This stage of conflict is not expressed in terms of vocal expression.

Perceived Conflict

Perceived stages of conflict, difference of goals or ideas become voiced. At this stage incompatible goals become visible (they discuss their feelings openly). According to Jehn (2003), perception of conditions that survive between the parties may enhance the likelihood of conflict or reduce it. Perceived conflict is related to cognitive aspects of awareness about the situation and the way in which the participants personalize this awareness (Sneddon, A., Mearns, K. and Flin, R., 2006.).

Felt Conflict

Emotional actions like anger, worry, tension will begin and conflict becomes personalized. Conflict situations create tension and anxiety whereas depersonalized environments lead to themselves in problem-solving when the parties give value to cooperate and believe that success in their friendship involves the attainment of needs for both. At this stage as a level which is characterized by emotions such as disappointment, nervousness, tension or hostility (Robbins & Judge, 2011).

Manifest Conflict

Manifest conflict is a stage of conflict is observable behavior designed to frustrate others reaching of goal. Manifest conflict is the overt phase of conflict when aspects of the situation can easily be measured (Abiodun, A.R., 2014). This idea supported by Adem (2019), he explains manifest conflict interestingly as actions can be ranging from minor disagreeing, questioning, and challenging at one end of the conflict-intensity continuum to verbal attacks, ultimatums, threats, physical attacks, and even efforts to destroy the other party. He concludes that, it is distractive and hence need to be resolved timely.

Conflict Aftermath

According to Shestowsky, D. and Brett, J., (2008), conflict aftermath is the outcome of the conflict can be either positive or negative which is often determined by the perceived level of satisfaction regarding the consequences of the resolution as held by the disputants.

2.2.6 Conflict Management Strategy

Fry, D.P., (2000), expressed that managing conflict is the main procedure that deliver an road for the angry members of the institution to appropriately manage the causes of the disagreement before it leads to distraction way. On the other hand, conflict management deals with eliminating the main source of the disagreement. In the same vein, managing conflict express the methods of containing disagreement, jointly with finding a permanent solution to managing it. According to Prentice (2006), disagreement is a reality of life in any institution as longer as community struggle for resources, jobs, recognition, power and security. Addition to this, disagreement is a big challenge to administration (Henry, O., 2009).

According to Tjosvold, Hui& Law (2001), stated that managing Conflict contributes significantly to successful management and cooperation; enhance product and service excellence for consumers, builds consumer faithfulness, decrease costs, and uses financial wealth wisely. According to Daria&Mujtaba (2015), an effective working situation managing conflict strategy will minimize antagonism and fierceness at work. Managing Conflict and resolution must address for all needs and demands, including own, so in turn you will be more successful and you may have high task satisfaction.

Competition:

Competitive conflict management strategy which reflects a need to meet one's own desires and concerns at the cost of the other groups. The model it illustrates, the majority of confident and least co-operative people use the competitive. In this case one of the two parties tries to resolve the conflict via aggressive behavior or by force or authoritative influence. This style regularly results in a less satisfied party and a victorious one. This style, on a negative view, establishes battleground for the next conflict and gives rise to a series of conflicts. It may also reason in loss or leaving of significant groups from the organization (Collewaert and Fassin, 2013).

According to Rahim (2002), found that competition to be appropriate strategy where there's no qualified person to make a conclusion and where there is require to wine assertive followers. However he felt the strategy was unsuitable where the issue is multifactor or complex, if both groups and conflicting parties are equally handling or the groups are highly capable on the issue of the problem. This strategy is also appropriate when one is correct on an essential issue, when fast critical action is attractive, when disliked action has to be under taken on insignificant issues.

Cooperation

This is the best appropriate way of managing conflict. In this case, the groups mutually try to manage the problems with the best solution acceptable to all the parties, although this creates everyone wins' scenario this is usually very hard to achieve at all times. The protection or following of the above styles for management of conflicts in the organization usually lead to resolving of the conflict. In addition to these methods, self-awareness, good inter personal skills, sympathy, empathy, confidence; clarity in discussion and other such qualities are required as mentioned above. There is a big opportunity of managing that conflict if all these qualities are reserved in mind whenever a conflict surfaces (Nielsen and Einarsen, 2012).

According to Holt and DeVore (2005), collaboration conflict management strategy is best when conflicting parties wants to assist to accomplish a win -win result and ensure each conflicting groups are contented. It seeks to gain a permanent answer taking into account the concern of both conflicting parties occupied in the disagreement like the problem-solving and integrative modes. Cooperation is considered useful when the concern is complex, and commitment is desirable from the other conflicting party for profitable operation and time is available for

managing the conflict. On another hand, this strategy may be inappropriate in simple issues, when urgent resolution is needed, and each person's participated lack conflict managing skills. Chung-Yan and Moeller (2010), they recommend that cooperation is the most and excellent conflict management strategy in order to handling conflict.

Avoidance:

This study believes that avoidance accepted as an active form of conflict management strategies. According to Rahim (2002), avoiding style is related to this in that people consider their conflict condition is an insignificant. Therefore, we can say that avoiding could be used when people are indifferent to the concerns in their organization. However, when the concern is a very significant one, this approach is not suitable.

Avoiding conflict management strategy is used as a protective evaluative, by assuming the factors or disagreements in the working situation (Moore, C.W., 2014). He supports the use of avoidance only when the concern is unimportant and the probable un-satisfaction outcome of frustrating the other conflicting party overshadows the paybacks of the result. Canary (2003) stated that avoidance conflict management strategy in general unsuccessful at managing conflicts. He also recommended that avoidance conflict management strategy might be best when the problem is trivial and there other more important concern to act with.

According to Deutsch (2011), avoidance conflict management is sometimes thinks that disagreement is unnecessary, bad or harmful by its nature, so avoids conflict by any cost. The response of the one part may be to remove when it realize the disagreement. Avoidance conflict management strategy is suitable when conflict is not vital for one conflicting (Vivar, C.G., 2006). In addition, the matter doesn't influence this part too much. Moreover, cooling time is necessary before they have to face for more grave problems (Rahim, 2002).

According to Bobot (2011), stated that avoiding conflict management strategy which conducted with assertiveness because it characterized by both conflicting parties a low and a high level of collaboration. In many reasons, people likely to ignore disagreement for fear of attractive in an anxious condition or because they lack enough self-confidence in their capability to managing conflicts. This technique of managing conflict is suitable when we are feeling with trivial conflict environment in order to minimize stress or to expand their time.

According to De Dreu and Weingart (2003), avoiding conflict management strategy is the method that neglecting the issues of both conflicting groups by evasion the disagreement solution. The avoiding strategy of managing conflict was found to make not as good as the negative impact of both relationship and task disagreements (Liu, 2009) the reason is that, the people participations are not highly seeking to handle the disagreements and ignorance will obviously make matters bad.

2.2.7 Consequence of Conflict

Any disagreement has both negative as well as positive consequences and result. It depends on the time and method it solved. According to Prause and Mujtaba (2015), states that disagreements must be understand and managed for human and organizational benefit. Management should investigate the environment to make a decision whether to resolve conflict or stimulate.

Positive Consequence of Conflict

In order to show the uses of conflict for organizations, no conflicts are, dormant, static, unmanageable and incapable to change and in hazard of becoming obsolete (Murphy, R., 2018).

Major refreshment for change- Disagreement helps as spotlights for institutional problems that demand concentration and take action. Managing conflict timely helps to improve organizational clarification and efforts towards result better solutions.

Sense group thinking is eliminated- without powerful oral dissimilarity; grouping becomes over authorized a highly solid group, protecting it from making unreasonable decisions without actuality. So conflict helps to defend this kind of group behavior and brings the group in to coherent decision makers.

Conflict faster's innovation and creativity It protects from stagnation, it stimulates interest. In an impression of open argument people tend to put ahead more inventive solutions to factors. The situation of challenge compels persons to assume through their own opinion before airing them out. Conflict can use persons to examine their abilities to learn.

Negative consequences of conflict

When disagreement hinders job performances, disrupts, and upsets individual emotional implementation, it is unconstructive outcome of disagreement.

Disagreement exacts its toll on the bodily and psychological strength of the combatant:

Intense disagreement create feelings of guilt, anxiety, hostility and frustration. Winners try to demolish the mind-set of the overpowered. Losers feel crushed and demeaned. So, distance between people becomes increases and climate of mistrust and doubt develops.

Energy diversion: among the best terrible outcomes of disagreement is the distraction of the group's moment and effort toward engaging the disagreement better than achieving organizational objectives.

Conflict creates stress in people: disagreement exacts its toll on the bodily and psychological health of conflicting parties. Forceful conflicts produce feelings of guilt, anxiety, hostility, frustration.

2.2.8 Performance Measures

Service Deliver

According to Grönroos and Ravald (2011), high quality of services deliver is a vital aspect for service providers that seek to create and provide high level of client's satisfaction. Providing high level of service value brings high degree of client pleasure, reliability (Zeithaml&Bitner, 2000). In order to deliver high degrees of service quality and therefore make value for their customer satisfaction, service organizations need to plan the delivery of their services and to ensure the successful completion of the actual plan (Hernon, P. and Whitman, J.R., 2001). Therefore, good planning and effective accomplishment of the developed delivery plans are key factors for the Service Delivery System (SDS). Furthermore, continuous improvement of service procedures contributes to the optimization of SDS and enhances the organization's standards of service. From this we conclude that MGHAMA provide training and education and deliver the line officer to the army unites and collect the feedback about the service quality.

Quality of Product

According to Nair (2006), quality is such a vital strategic variable that management accounting can no longer ignore it. It includes the physical characteristics of a product, such as its features, and the reliability of performance of these features. Continuous improvement and removal of waste assets are the basic principles that govern a state of product excellence. According to Hansen & Mowen (2006), product quality is the main to exist in today's world-class competitive situation. A philosophy of total quality management, in which managers attempt to create an environment that will facilitate organizations to produce defect-free products and services, has replaced the acceptable quality attitudes of the past. From this we summarize that MGHAMA try to produce capable and qualified line office through over all skill, knowledge, behavior and attitude.

Timely deliver with Cost minimization

Cost includes the resources (like material, human) plan by producers and their organizations to achieve the objectives. According to Hitt (2006), training costs include all the entire resources which help to accomplish the objectives of the organization plan. From this we understand that cost in MGHAMA expressed as resources which assign from the higher level in order to conduct effective training and education.

Time refers that existing objectives must be accomplish when a customer needs them. Time also defined that a firm develop products with new features or innovative technologies rapidly and takes these products to the user quickly. According to Kaplan, R.S. and Anderson, S.R., (2007), time also encompass the time it takes to finalize an activities from start to end of production period. So time in MGHAMA expressed the overall period it takes to cover the education and training based on the program level.

2.3 Empirical Studies

The term empirical study refers to the collected of facts in order used as evidence that is visible in some cases using calibrated scientific measurements. What the previous philosophers investigated as empiricist and empirical research have in common is the dependence on observable data to formulate and test theories and come to conclusions

In this part the researcher tries to discuss theories about other researcher works in previous times ago. Conflict management does not really suggest lessening, shirking and end of conflict. According to Rahim (2002), conflict outlining compelling large scale level methods to limit the dysfunctional of conflict and improving the useful elements of conflict. In his idea the end goal of conflict is upgrade learning and competence in an organization.

Pfeffer (2005) investigated that, the effect of managing conflict on performance of the organizations. This study used descriptive research design and used questionnaire to collect data from 96 head of administrative bodies in the selected Airlines Company, road Transport office and Insurance institutions in Lagos Metropolis. This study revealed that assets scarcity is the key basis of conflict in the studied companies and the outcome of the study showed that conflicts have both positive and negative effects on the organizations. Owan (2018) investigation stated that the relationship between principals' of managing conflict and performance of the organization in the Cross River of Nigeria national government. He used questionnaire to collect his data. The instrument was likert scale type and consisting 32 items. He used Correlation Coefficient analyzing their data. The outcome of the analyzed data indicated that, there is an important association among practices' of managing conflict in terms of TSC (teacher-student conflict), PTC (principal-teacher conflict), TTC (teacher-teacher conflict), and organizational performance.

According to Bendersky, C. and Hays, N.A., (2012), investigation conflict has great impact on the performance of learning than process of disagreement. The impacts of unsatisfied managing conflict on the performance of learning in a Chinese cultural environment were investigated with cognitive approach as an arbitrator. The outcomes of their analysis indicate that the relationship among learning performance and process conflicts are quadratic. In addition, it was revealed that relationship disagreement has a larger effect on performance of learning than process conflict.

2.4 Conceptual Frame Work

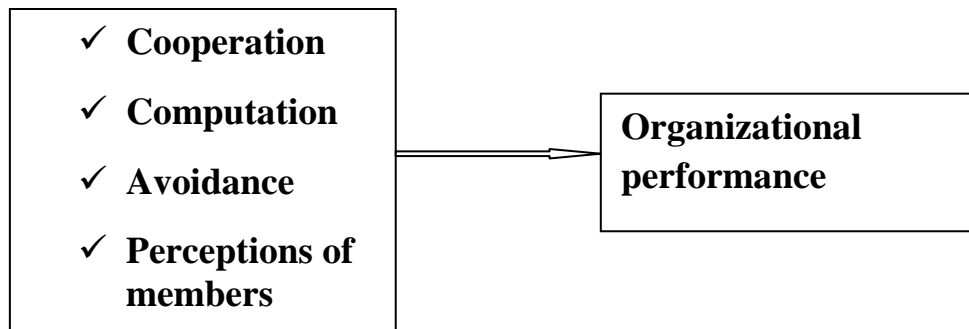
In this part, the framework is comprises of selective conflict management strategies and member perceptions as the independent variable and organizational performance as the dependent variable to evaluate major General Hayelom Araya Military Academy. So, this study attempts to describe effects of managing conflict the performance of MGHAMA. Moreover, the study describes the effects of conflict with the help of certain theories that are appropriate for the study of conflict variables in organizations. After the literature review, a conceptual framework which described the effect of conflict management on organizational performance was developed based on the information given from literature review (see in Figure 1).

The topic of managing conflict in general has a vital interest by scholars and researchers in many filed of areas. this studv looked at the association between conflict management on

Figure 1 Conceptual Model

Independent variable

Dependent variable



Source; Own Survey (2020)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research design and its methodology is very important concept. It can help the researcher how to manage research problems and provide necessary recommendation based on the main findings related to conflict management and its effect on performance of organization. It is also too vital to get significant and trustworthy data to complete objectives of the research. So, this part of the research has existing the description of the study area, research approach, research design, population, sampling techniques and sample size determination, data sources and types, data collection procedures and instruments, validity and reliability test, ethical considerations and data analysis method.

3.2 Description of the Study Area

From the researcher experience, military has been studying at military academies and training centers because the military command do not expect to say again for a mistake, and improve upon its current performance by instilling the capacity in commanders to perceive history of the battle conducted during a past, so as to develop their skill and knowledge from their own and others past experience. The nature of discipline and its culture, a military is dynamic and different from other fields. The culture and dynamic nature of the discipline of military is largely relating to haste mobility of the military force and equipment, by using the science and art of managing those manpower and logistics in short time to the place that which will deployed.

Major General Hayelom Araya Military Academy is the only officer cadet's academy in Ethiopia which designed to give effective education and training to produce internationally competent and capable army officer. It is part of Training Main Department within the Ministry of National Defense Force of Ethiopian Army. It was established in 1927 EC. This military academy which found 40km far from Addis Ababa in western direction between Addis Alem and Menagesha. The military academy is sub-divided in to three smaller administrative commands, which named as Vice-commandant for logistic, Vice-commandant for administration- finance and Vice-

commandant for training. Those main departments divided in different sub-departments like. Long term instructor, supportive staff, short term instructor, and command staff.

Based on the data obtained from topographic map, the military academy far from 40km from Addis Ababa and cover 5.35km². This Academy receives the mission from the Minister of National Defense which is graduating well trained and qualified line officer with the military rank of 2nd Lt. and BA degree in military science – leadership and then provide for all army unites.

3.3 Research Approach

Based on the study of the problem, this research used both quantitative and qualitative data gathering techniques and integrates results gained from both methods in the analysis phases. According to Johnston (2010), mixed system is considering as a measurement to triangulate the result of single approach through multiple methods. A qualitative method was selecting according to the assumption that is allows the study generates meanings and events within the real situation of the study respondents and to feel the gap which is not feel by the quantitative measures. Even though, quantitative approach was selected because, it helped to collect large amount of data and broad issues at a specified of time (Kothari, 2004). For this reason, the researcher mixed-method study's approaches were developed for this study in order to make the paper more tangible and reliable.

3.4 Research Design

According to, Zikgmund (2003), the research design is to use researchers as a guide for collecting analyzing, interpreting data and applying it to a given entire study. According to the problem of the study and objectives of the study, this study used both descriptive and explanatory (causal) research design. According to Saunders, Lewis & Thornhill (2009) descriptive research design uses for surveying and fact finding, and explanatory (causal) research design helps to examined on cause-and-effect relationships of the independent and dependent variables.

3.5 Target Population, Sampling Techniques and Sample Size determination

3.5.1 Target Population

Target population stated as members who are currently working in MGHAMA. Those are Guna Course officer cadets, long term program military instructors, civilian instructors and supportive staffs. So, this study used **214** accessible members in the budget year of 2019/2020 as target population.

Table 3.1 Population Distribution

Department	Number of employee	Percentage
Long term program military instructors	48	23
Supportive staffs	54	25
Guna Course officer cadets	100	47
Civilian instructors	12	5
Total	214	100

Source; Own survey (2020)

3.5.2 Sampling Techniques

The researcher first divide research participants into different strata based on their department. Then, to give an equal chance for each stratum in order to be select representative sampling, stratified random sampling techniques used to draw representative samples from the strata, while, non-probability sampling/convenience / sampling approach, were using to select samples for interview questions in order to gain tangible and detailed information from the concerned respondents. For this study, the researcher was select five (5) respondents for reliable information.

3.5.3 Sample size Determination

According to Maxwell and Rausch (2008), sample size is the finite elements of a statistical population whose characteristics are researched in order to gain information about the organization.

There for, to determine the sample size the researcher used the following statistical formula of;

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

Where:

n = the sample size

N = the study population

e = Level of precision or acceptable sampling error (0.05 = 95%)

1 = designates the probability of the event occurring

Source: - (Yamane Taro, 1967) Therefore:

$$n = \frac{214}{1+214(0.05)^2} = 139$$

Therefore, 139 respondents were selecting as the sample for this study to gather data through questionnaires. The researcher deemed necessary to take an independent sampling for each M/G/H/A military academy departments of the samples to ensure equal representation because each department has different number of members. The sample sizes for each department have been calculating by using a proportion. The study used a proportionate sample allocation formula so, as to make each stratum sampled identically with proportion of the population. Therefore, the proportional sample size from each stratum was calculating by using the following formula.

$$ni = \frac{n \times Ni}{N}$$

Where:

ni = sample size for individual M/G/H/A military academy departments

Ni = the total number of employees in each M/G/H/A military academy departments

N = the total number of employees in M/G/H/A military academy

n = the total sample

Table 3.2 Distribution of Sample Size from each Department

No	Departments	Total No of employees in each department	No of sample size in each department
1	Long term military instructors	48	31
2	Supportive staffs	54	35
3	Guna Course officer Cadets	100	65
4	Civilian instructors	12	8
Total	-----	214	139

Source: Own survey (2020)

3.6 Data Source and Types

This paper used primary and secondary data sources in order to get strong data so as to reach on real findings. The primary data was gathering from the respondents currently working in MGHAMA long term program training centers, by using well organized and planed closed ended likirts scale questions, open ended questions and interview questions. In order to supplement or support the primary data, secondary sources were collecting through an wide review of both written and unwritten documents.

3.7 Data Collection Procedures and Instruments

The researcher was collecting the data through developed questionnaires and interviews. The Questionnaires were distributing and collected from the selected respondents. At the same time, the interview questions were distributed at the targeted respondents who worked in MGHAMA. Participants are permits to manage the questionnaire by themselves without the interference of the investigator. Only voluntary would make provide responses for the given questions. For interview questioners the interviewee was allowed to answer only based on their understanding and their wellbeing without any influence on the side of the investigator.

Questionnaires: In this research, the researcher prepare a structured questionnaire by a (5) five point form of likert type scale questions to gather the necessary data in associated with the effects of conflict management on organizational performance in M/G/H/A Military Academy

except demographic part questions. According to Creswell (2007), such data collection instruments are being developed with the purpose of collecting large data and avoiding pressure on respondents. Additionally there are blank spaces inside the question to add if the respondents have any idea related to the likert type questions.

Interview: the researcher was developed interview questionnaires in semi-structured manner for five (5) deliberately selected interviewees, and arrange in an orderly, precise, accurate, understandable and clear manner. It would be clear, to the point, and able to eliminate doubtful ideas and jargon words. Time table for interview with the interviewee would be arranging earlier on considering their interest and time to make discussion on the question's matter.

Document Review: This is a method states about collecting data from a secondary source. The documentary data sources play a vital role in distribution of knowledge in all area. (Scott, J., (2014), stated that document review used as data sources include research reports, published books, journals, newspapers, annual reports of the institution to be considered and other unwritten works. For this research, the researcher had taken annual reports, feedback documents, and legislation of the Military Academy, books and other internet sources.

3.8 Validity and Reliability Test

The researcher assured and considers the following points in his procedure in order to meet the requirements for the objectives of this research.

3.8.1 Validity test

Validity is the degree to know the measuring instrument or materials actually wish to measure the problem or not. It refers to the issue of whether the data collected instrument has a true representation of what is being studied or researched. To ensure validity in this research, the adopted research instrument given to the research advisor and carried out the pilot test by 20(twenty) respondents to reduce errors due to inappropriate design questions, such as question wording or sequence and content related to the topic in order to get feedback and take necessary correction based on the received comments.

3.8.2 Reliability

The reliability value of a questionnaire is measured by Cronbach's alpha value. This shows that the internal stability of the measurements (questionnaires) as checked by (Sijtsma, K., 2009). As the reliability coefficient closer to 1 it indicates the better, on the other hand reliability 0.6 and less than it is considered as poor. The value of Cronbach's alpha value is 0.70 and above considered as very good and acceptable. The researcher had taken 20 respondents or 15% to test reliability of the data from questionnaire and checked by the research adviser, to measure the effect of conflict management on organizational performance for the adopted research questionnaire. Furthermore, the researcher adopted from previous researchers (Abdullah A.S, AL-Shourah, 2015) in order to make appropriately investigate the effect of conflict management on performance of Major General Hayelom Areaya Military Academy.

After adopting the measurements (questionnaire) the researcher tried to check, both cumulative and each variable Cronbach's alpha result as shown in the tables below.

Table 3.3 Reliability Statistics

Cronbach Alpha	N of Items
0.824	27

Source: SPSS Result ;(2020)

The reliability of the questionnaire used by the present study using pilot tested with 20 respondents by using Cronbach Alpha in table 3.3, the SPSS result shows that the questionnaire reliability value is 0.824, hence it is reliable.

Table 3.4 Reliability Statistics for each variable

Predicators	Cronbach's Alpha	N of Items
Cooperation	0.867	6
Competition	0.843	4
Avoidance	0.830	3
Perception	0.853	6
Organizational performance	0.880	8

Source: SPSS Result; (2020)

The above table 3.4 indicates how each variable closely the measurement elements are related to a group and to what extent they measure the same concept.

3.9 Ethical Consideration

To make the research process could be professional, during analysis of the research the investigator tried to keep ethical consideration. The researcher was informing about the main purpose why it doing the study for respondents of the study, which purely for academic purpose; the investigator also introduced about the respondents the questionnaire would be confidentiality protected and protected from any kind. In addition to this, the researcher informed that their participation in the study determined by based on their level of interest. The research will not be personalizing any of the respondent's response during data presentations, analysis and interpretations. Furthermore, all the materials used for this research will be-honestly. The researcher also secures documents of the academy interims of national security.

3.10 Data Analysis Techniques

The responses were summarizing by using the information collected from the respondents. The researcher used both descriptive statistics such as means standard deviation, frequency and percentage while inferential statistics to use correlation and linear regression analysis to analyzed the collected survey data. Correlation analysis using correlation coefficient used to show the association between independent variables and dependent variable. Regression analysis helps to

predict and compute the extent of difference among dependent variable that explained by the independent variable. Responses were collected from interview interpret the information provided by the respondents (informant) and relating it to the objectives of the study that supported the idea of the likert scale questions. All data would be analyzed by using the help of SPSS version 20.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

The major aim of the study is to examine the effect of conflict management on organizational performance in MGHAMA. This chapter consisted results, analysis interpretation and discussion of the data collected. The results are displayed with regards to the order of arrangement of the questionnaires. The major findings are briefly presented and discussed consequently. The different sections are: respondent profile and questionnaire response rates of cooperation, computation and avoidance conflict management strategy practices, perception of academy members, about the effect of conflict management practices and member's perception on the performance of MGHAMA and inferential statistics.

4.2 Demographic Profile

The researcher distributed 139 questionnaires; among this 130(93.5%) are collected while 9(6.5%) are not returned. Therefore, the analysis of this study was made based on data collected from 130 respondents' only. In this sub-section, demographic characteristics including: gender, age, educational background, rank and service year of respondents are summarized using frequencies and percentages as follows.

Table 4.1 Demographic Characteristics of Respondents

Table4.1 Demographic Characteristics of Respondents

No.	Item	Classification	Frequency	Percent
1	Gender	Male	86	66.2
		Female	44	33.8
		Total	130	100
2	Age	18 to 25	39	30
		26 to 35	69	53.1
		36 to 50	21	16.2
		>50	1	0.8
		Total	130	100
3	Level of Education	12 and below	25	19.2
		Diploma	36	27.7
		BA Degree	59	45.4
		MA Degree	10	7.7
		Total	130	100
4	Rank of Respondents	Ato/Wro	7	5.4
		NCO	15	11.5
		Officer cadets	41	31.5
		Line officer	44	33.9
		Higher officer	22	16.9
		General officer	1	0.8
		Total	130	100
5	Service Years	Less than 5 years	-	-
		6 to 10	22	16.9
		11 to 15	46	35.4
		16 to 20	57	43.8
		Above 21	5	3.8
		Total	130	100

Source: Survey Data (2020)

As it is shown in the above table 4.1, gender distribution of male respondents n=86, which is 66.2% of the total respondents who returned the given questionnaire, while the female respondents are n=44, which comprise 33.8% of the sample. From this data the researcher understand that majority of the respondents are male. From this data analysis the researcher can guess that the issue of conflict and conflict management influenced by gender.

According to age distributions of the respondents 39(30%) fall in between 18-25 years, 69(53.1%) respondents are in between 26-35, 21(16.2%) respondents are found between 36-50 years and 1(0.8%) respondent found greater than 50 years of age. In this regard majority of Major General Hayelom Areaya Military Academy members age fall between 26-35 years. From this the researcher understand that majority of the members are found in the maturity level. According to Luong, G., Charles, S.T., and Finger man, K.L., (2011, age was recognized as a vital element that can affect managing the conflict. As human being become grown in their age, they become more practical and productive in their communication with their peers. In addition, Charles, (2003), said that, there is a cognitive positivity bias on conflict perception with increased age. From this the researcher infers that because of the maturity nature of the respondents the organizational members may have not lack of understanding about conflict, conflict management implementation and impact of conflict management on organizational performance.

Regarding educational level of the respondents 25(19.2%) are 12 grade complete and below level of education, 36(27.7%) of the respondents have diploma, 59(45.4%) have BA degree and the rest 10(7.7) have MA degree. From this data the researcher understand that majority of the respondents have diploma and BA degree. It can be concluded that majority of the organizational members of the military academy enable to easily understand conflict, conflict management and its impact on organizational performance.

Regarding Rank 7(5.4) of respondents are Ato/Wro 15(11.5%) of NCO (non-commissioned officers), 41(31.5%) of them officer cadets, 44(33.9) of them line officers, 22(16.9%) of higher officers and the rest 1(0.8%) is general officer. This implies that majority of the respondents are found under officer military rank categories. This conveys that majority of the respondents are participated in the Military Academy's leadership and decision-making process. From this analysis, the researcher considered that majority of the respondents has good understanding

about systems of conflict management that applied in the military academy and its impact on the performance of the Academy.

This research also tried to recognize the total years of service of the academy members who participate in this study. Accordingly, 22(16.9%) of the participants have service year between 6-10 years, 46(35.4%) have 11-15 years, 57(43.8%) have 16-20 years and the rest 5(3.8%) have greater than 21 years. But any members have not less than 5 years of service. So from the given explanation the researcher understand that majority of the respondents have between 11-20 years of service in the military organization. So, it can be deduced that majority of the respondents have enough experience about managing conflict practices that applied in the Military Academy's as well as the military organization.

4.3 Analyses of Collected Data

4.3.1 Descriptive statistics analysis

In this portion, descriptive statistics described as the form of frequency, percentage, mean and standard deviation offered to show the level of disagreed or agreed of the respondents with their suggestions on MGHAMA conflict management practices and their perception regarding conflict management and its impact. The responses of the participants for each item in the variables indicated as the researcher measured follows on the five point Likert scale with SDA= strongly disagree, DA= disagree, NU= neutral, A= agree and SA= strongly agree. A mean (M) score of 1-1.8 is very low, between 1.81 to 2.6 low, 2.61 to 3.4 means moderately affect 3.41-4.50 means high of above 4.51 is very high (Zaidatol and Bagheri, (2009). For the purpose of avoiding word riddance and purpose of simplify research analysis the researcher merged, strongly disagree and disagree in the category called "disagree" and strongly agree and agree merged in the category of "agree" Mean represented by "M" and Standard Deviation represented by "SD".

The respondents were asked to indicate their response on the effect of conflict management on organizational performance that was presented to them. They were asked to rate the nature and extent to which they applied cooperation conflict management strategy, computation conflict management strategy, and avoidance conflict management strategy in conflict management strategy practices.

Table 4.2 Member’s response on practice of collaborative conflict management strategies

No	Items	Descriptive Frequency Table								
		Scale					N	M	SD	
		SDA	DA	NU	A	SA				
6	I believe that commandant managing conflict that we feel belongingness of the academy.	F	27	65	3	22	13	130	2.45	1.27
		%	20.8	50	2.3	16.9	10			
7	I feel commandant managing conflict by insuring participation.	F	33	63	3	21	10	130	2.32	1.23
		%	25.4	48.5	2.3	16.2	7.7			
8	I believe that commandant encourages everyone to be part of the solution.	F	27	67	2	23	11	130	2.42	1.23
		%	20.8	51.5	1.5	17.7	8.5			
9	I believe that commandant providing a common understand about, how conflict is managed	F	26	65	2	23	14	130	2.49	1.28
		%	20	50	1.5	17.7	10.8			
10	I feel that commandant managing conflict in a way that respecting the common interest of the conflicting parties.	F	17	75	2	22	14	130	2.55	1.22
		%	13.1	57.7	1.5	16.9	10.8			
11	I believe that commandant use the previous experience before try to solving the conflict.	F	24	70	5	19	12	130	2.42	1.21
		%	18.5	53.9	3.8	14.6	9.2			
Total								130	2.44	0.94

Source: survey data (2020)

As it shown in the above Table 4.2 item (6) the question which raised commandant managing the conflict that we feel sense of belongingness in the academy, n=92(70.8%) of respondents

disagreed, 3(2.3%) they are not sure and 35(26.9%) of agreed supported with the M and SD value of 2.45 & 1.27 respectively. This implies that even if some number of respondents saying that agreed but, majorities of the respondents disagreed. From this analysis the researcher infers that the commandant have problem in managing conflict by creating sense of belongingness with organizational members.

As table 4.2 item (7) above shows, the question raised “commandant managing conflict is conduct in participatory way”. For this question, the result shows that n=96(73.9%) of the respondents disagreed, n= 31(23.9%) of agreed and the remaining 3(2.3%) neutral with the given mean and standard deviation value of 2.32 and 1.27 respectively. This implies that majority of the respondents disagreed for the given statement. From this analysis the researcher infers that the commandants of the military academy have problem in managing conflict by insuring participation.

Regarding item (8) in table 4.2 above, the question commandants encourage everyone to be part of the solution. For this question the respondents n=94(72.3%) of disagreed, n=2(1.5%) neutral and n=34(26.2%) of agreed supported with M and SD value of 2.42 and 1.23 respectively. This implies that majority of the participants disagreed about the give statement. From this analysis the researcher infers that commandants of the military academy have problem to encourage the organization’s members as part of the solution.

According to table 4.2 above, participants were asked that, “the commandant providing a common understanding for the academy members about the conflict before trying to managing the conflict.” For this question, n=91(70%) of respondents disagreed, n=2(1.5%) of them neutral and the rest n=37(28.5) of the respondents agreed with the mean and standard deviation value of 2.49 and 1.28 orderly. From the above analysis the researcher considered that even a significant numbers of the respondents agreed that commandant’s providing common understanding but, majority of the respondents disagreed, that commandant of the military academy creating common understanding before they try in managing the conflict.

As shown in the above table 4.2 item (10) that related to if commandant’s managing conflict in a way that respecting the common interest of the conflicting parties. For this question n=92(70.8%) of respondents disagreed, 2(1.5%) were nit sure and the reaming 36(27.7%) of the respondents agreed with 2.50 and 1.22 given value of M and SD respectively. From this data

analysis the researcher deduce that majority of the respondents were disagreed. This implies that commandant of the military academy have problem to manage conflict by respecting the common interest of the conflicting parties.

In the above given table 4.2 item (11), the respondents of the study were asked whether the commandant used the previous experience before deciding to manage the conflict. With this regard 94(72.3%) of respondents were disagreed, 5(3.8%) of participants not sure and the rest 31(23.8%) of the respondents agreed with the given statement. In addition to this it supported by mean value of 2.42 and standard deviation of 1.21 orderly. This shows that majority of the respondents replied that they disagree to the give statement. From this data analysis the researcher concluded that commandant of the military academy have limitation in utilizing the previous experience before they deciding to manage the conflict.

According to information of interviews provided by the interviewees stated as the Military Academy commandants have limitations in order to manage conflict cooperatively before leads to distraction. As the reason which expressed from the interviewees, commandants are not willing to accept supportive idea that rose from organizational members. In addition commandants of the Military Academy have lack of commitment to build cooperation with the academy society to solve the conflict together. Even if there are a number of educated members in academy, the commandant not willing to use those opportunities as an input in order to easily managing the conflict. Another problem that expressed by the interviewees the commandants of the academy did not try to manage the conflict by identifying the source and its reason rather than tried to manage it by using annual meeting and conference. In addition to this, the interviewees expressed that commandant have also problem of using the previous and other military organization experience and practice on how they managed conflict. According to Nielsen and Einarsen, (2012) cooperation managing strategy is the most and suitable conflict management style. However, the academy commandants have problem to manage the conflict by insuring cooperation as it is shown in the responses of the respondents

Table 4.3 Member's response on practice of competitive conflict management strategies

No	Statements	Descriptive Frequency Table								
		Scale					N	M	SD	
		SDA	DA	NU	A	SA				
12	I believe that commandants do not enforce others to agree with their view to managing conflict.	F	28	63	2	22	15	130	2.48	1.31
		%	21.6	48.5	1.5	16.9	11.5			
13	I feel that commandants never create pressures over others to support their idea to manage the conflict.	F	30	64	5	20	11	130	2.37	1.23
		%	23.1	49.2	3.8	15.4	8.5			
14	I believe that, commandants are volunteer to listen other suggestion rather to impose their belief to managing the conflict	F	18	74	5	21	12	130	2.50	1.18
		%	13.8	56.9	3.8	16.3	9.2			
15	I feel that commandants are not recognizing suggestions raised from the members as computing for power.	F	29	67	2	19	13	130	2.38	1.26
		%	22.4	51.5	1.5	14.6	10			
Total								130	2.43	0.83

Source: survey data (2020)

As indicated in table 4.3 item (12) above n= 91(70%) of the respondents from the total respondent disagreed, 2(1.5%) of the respondents were neutral and the rest 37(28.4%) of agreed the commandants do not enforce other members to agree with their conflict management views. This is also supported by the mean value of 2.48 and standard deviation of 1.31. Which indicates that, majority of the respondents disagreed. Thus, from this data analysis the researcher infer that, the Military Academy's commandants were enforcing others to agree on their conflict management views.

As it shown in table 4.3 of item number (13) above, the respondents expressed their feelings on the question that, commandants never creates pressure over others to support their idea to solve the conflict. n=94(72.3%) of the total disagreed, n= 31(23.9%) of agreed and the remaining n= 5(3.8%) were unsure, which supported by the value of mean and standard deviation are 2.37 and 1.23 respectively. From this data analysis the researcher considered that, majority of the respondents believed that the commandants are creating pressure over the academy members to support their idea in order to solve the conflict.

According to table 4.3 above shows, from the respondents who returned the distributed questionnaire n=92(70.7%) disagreed, n=34(25.4%) agreed and the rest 5(3.8%) were unsure, this also have mean and standard deviation value of 2.50 and 1.18 respectively for the given statement that “commandants are volunteer to listen other suggestion rather to impose their belief to managing the conflict. This shows that the majority of the respondents disagreed for the given statement. From this analysis, the researcher infer that the commandants are not willing to listen others suggestion in order to use as input to managing the conflict.

As indicated table 4.3 item (15) above, the response rate shows, n=96(73.8%) disagreed, n=32(24.6) agreed and 2(1.5%) are not sure with the mean and standard deviation value of 2.38 and 1.26 respectively, for the given statement that commandants are not recognizing as computing power for the suggestion raised from the members regard to managing the conflict. This implies that the majority of the participants agreed that that the commandant of the Military Academy have lack of willingness to receive the comments and used as input to managing the conflict.

The interviews provided by the interviewees as well as the information gathered from open-space question suggests that the academy commandants have weakness and limitations regard to managing conflict using competitive strategies. When we look as indicators the commandant does not feel that the suggestion raised from members as one conflict management strategies rather considering prioritized as self-interest and sense of greedy. In addition the commandant recognized comments of members as lack of respect to the upper body conflict management decision. As pointed out in the literature reviewed Collewaert and Fassin (2013), competitive conflict management style applied in results a less satisfied one party and on the other hand it makes victorious one. This style, on a negative view, establishes a battleground for the next

conflict and gives rise to a series of conflicts. In addition to this, the interviewee supports the idea of the likert part as follows. Even though this type of conflict management strategy may lose one conflicting party as usual, but to serve the moral of the society, to avoid murmured and gossiping, to protect turnover and on the other hand to increase commitment, customer satisfaction the commandant better to use competitive as one means of conflict management strategy. In addition to this the aggregate mean and standard deviation value shows 2.43 and 0.83 respectively. This implies that commandants of the academy have limitations to solve the conflict by using competitive conflict as one means of conflict management methods.

Table 4.4 Member's response on practice of avoidance conflict management strategies

No	Statements	Descriptive Frequency Table								
		Scale	N	M	SD					
						SDA	DA	NU	A	SA
16	I believe that the commandant encourage members to managing the conflict by ignoring	F	36	61	3	19	11	130	2.29	1.25
		%	27.7	46.9	2.3	14.6	8.5			
17	I believe that the commandant works to reduce conflicts with building sense of triviality between the members	F	18	74	1	26	11	130	2.52	1.20
		%	13.8	56.9	0.8	20	8.5			
18	I feel that the commandant try to prevent the feeling of anger and frustration within the academy members.	F	38	68	2	21	9	130	2.25	1.23
		%	29.2	46.2	1.5	16.2	6.9			
Total								130	2.35	0.84

Source: survey data (2020)

As indicated in table 4.4 item (16) above, among the total respondents n=97(74.6%) of them disagreed with the given statement whether, they believe commandant encourage members to manage the conflict by ignoring or not, n= 30(23.3%) of them agreed and the remaining 3(2.3%) of the respondents were unsure. This is supported by 2.29 and 1.25 mean and standard deviation value respectively. This shows the majority of the respondents disagreed that commandants are encouraging members to manage conflict by ignoring. From this analysis the researcher infers that the commandant has a problem to encourage members in order to build a sense of conflict is trivial and leaves it at all.

In above table 4.4 items (17) which is about the efforts done by, I believe that the commandant works to reduce conflict by creating a sense of triviality between the Academy members has n=92(70.7%) from the total respondents disagreed, n=37(28.5) agreed and the rest 1(0.8%) are not sure about the statement supported with mean scored 2.52 and 1.20 standard deviation value.

This implies that the majority of respondents don't believe that commandants of the Military Academy have been working to reduce the conflict by building sense of triviality.

Regarding item (18) table 4.4 above the question raised to measure commandant of the military academy try to prevent the feeling of anger and frustration with in the academy members scored n=106(75.4%) of respondents disagreed, n=2(1.5%) neutral and n=30(23.1%) of agreed, supported by 2.25 and 1.23 mean and stand deviation value respectively. This implies that majority of the respondents confirm that the prevention mechanism of the academy commandant for anger and frustration raised between academy members is low.

As it shows the aggregate mean and standard deviation value of the above variable avoidance conflict management strategy had scored 2.35 and 0.84 respectively. This measure shows the academy taking an action to managing conflict by avoidance is low. According to Rahim (2002), avoiding managing style is one of the conflict management strategies that people sense conflict situation is an important (travail). The information gathered from interviewee and open-space questions expressed that the academy commands have also a problem of managing conflict by building a sense of triviality in the mind of the organizational members and also have low performance to prevent conflict before it occurred. From this the researcher considered that the military academy commandants have problem to used avoidance conflict management strategy in the academy.

Table 4.5 Member's response on their perception regarding conflict management and its impact on organizational performance

No	Items	Descriptive Frequency Table								
		Scale					N	M	SD	
		SD	DA	NU	A	SA				
19	I don't feel that conflict management spends more time.	F	33	61	4	18	14	130	2.38	1.29
		%	25.4	46.9	3.1	13.8	10.8			
20	I believe that managing the conflict change the existing work situation.	F	39	57	2	18	14	130	2.32	1.32
		%	30	43.8	1.5	13.8	10.9			
21	I feel that managing conflict has its own effect on organizational productivity.	F	26	68	5	21	10	130	2.39	1.19
		%	20	52.3	3.8	16.2	7.7			
22	I don't believe that managing conflict brings sacrifice of resources.	F	37	58	3	20	12	130	2.32	1.28
		%	28.5	44.6	2.3	15.4	9.2			
23	I don't feel that no one get hurt during managing the conflict.	F	26	67	3	25	9	130	2.42	1.20
		%	20	51.5	2.3	19.3	6.9			
24	I never afeard the situation that happened during managing the conflict.	F	36	59	3	19	13	130	2.34	1.29
		%	27.7	45.4	2.3	14.6	10			
Total								130	2.36	0.60

Source: survey data (2020)

As its indicated in the table 4.5 above shows respondents of the study n=94(72.3%) of disagreed, n=4(3.1%) are neutral and the rest n=32(24.6%) of agreed and supported with mean and standard deviation value of 2.38 and 1.29 respectively for the statement of I don't feel that conflict management spends more time. This implies that most of the respondent's disagreed. From the above analysis, the researcher observed that the majority of the respondents agreed that managing conflict spends more time.

In table 4.5 item (20) above the question of that raised for the participants, I believe that managing the conflict change the existing work situation respondents replied n=96(73.8%)

disagreed, n=32(24.6%) agreed and 2(1.5%) are neutral supported with 2.32 and 1.32 mean and standard deviation value, respectively. From this the researcher infers that most of the participants recognize and believe that conflict management will not bring changes to the existing environment.

Based on question (21) in the above table 4.5 n=94(72.3%) from the total respondents disagreed about the statement I feel that managing conflict has its own effect on organizational productivity, n=5(3.8%) were unsure and the remaining n=31(23.9%) agreed supported with mean and standard deviation value of 2.39 and 1.19 respectively. This implies the majority of the respondents disagreed. From this the researcher infers that majority of the participants perceived that whether or not managing conflict has not any effect on organizational productivity.

As it shown in the table 4.5 above, from the respondents n= 95(73.1%) of disagreed with the question, I don't believe that managing conflict brings sacrifice of cost, n=32(24.6%) agreed and the rest 3(2.3%) were unsure, supported with M and SD value of 2.32 and 1.28. This analysis shows that majority of the participants who's worked in the academy supposed that, managing conflict increased sacrifice of cost.

From table 4.5 above among the total respondents n= 93(71.5%) of disagreed, 3(2.3%) neutral and the remaining n= 34(26.1%) agreed and supported with mean and standard deviation value of 2.42 and 1.20 respectively, about the statement raised whether they don't feel that no one get hurt during managing the conflict. This showed that majority of the respondents they disagreed. From this the researcher can infer that majority of the respondents believe that someone always get hurt during the time of managing the conflict.

As it can be seen from the above table 4.5 item number (24) among the total participants asked whether respondents never afraid the situation that happened during managing the conflict. n=95(73.1%) of disagreed, 32(24.6%) of agreed and the rest 3(2.3%) are not sure what they decided supported with 2.34/1.29 mean and standard deviation value respectively. This shows that even though some numbers of respondents agreed for the statement but, the majorities of the respondents disagreed. From this the researcher conclude that majority of the respondents who take part in the studies are afraid the situation that will happened during the interaction of managing the conflict.

The data collected from the interview and open-space questions regarding the opinion of the Military Academy members; ensured that they are absolutely dislike managing conflict. The reason why members have not believed about the commandant regard to fairness, insuring to equity and equality, lack of commitment managing the conflict timely and also the members have highly doubt how much it changes the existing working situation. In addition to these respondents feel that the commandants did not change their decision by accepting the member's contribution. As indicated above, the cumulative mean and standard deviation value of the variable shows 2.36 and 0.60 respectively. This also shows that respondents of the study who worked in the academy have low perception regarding to conflict management that conducted in the academy and its result on the performance of it. Agranoff, R., (2007),stated that members are likely to contribute meaningfully to conflict management efforts if they feel it as an opportunity for sharing and harmonizing values, and an avenue for personal and organizational development. On the other hand, if members perceive managing conflict spends time and Disturbed the existing environment they are likely to react with apprehension which would not bide well for their performance. From this the researcher infers that the majority of participants have low perception regarding conflict management and its effect on organizational performance.

Table 4.6 Member's response on the effects of conflict management strategies and perceptions of organizational members on organizations performance of MGHAMA

No	Items	Descriptive Frequency Table								
			Scale					N	MN	SD
			SDA	DA	NU	A	SA			
25	Commitment of members to improve the quality of the academy training is high	F	27	68	-	25	10	130	2.41	1.23
		%	20.8	52.3	-	19.2	7.7			
26	Increasing team work in the academy society.	F	25	69	3	20	13	130	2.44	1.24
		%	19.2	53.1	2.3	15.4	10.0			
27	Increasing creativity skill and knowledge in the graduating officers	F	31	62	4	20	13	130	2.40	1.28
		%	23.8	47.7	3.1	15.4	10.0			
28	Decreasing murmured and gossiping between members.	F	38	54	5	26	7	130	2.31	1.23
		%	29.3	41.5	3.8	20	5.4			
29	Trust of member's by the commandant is becoming high.	F	34	58	5	22	11	130	2.37	1.27
		%	26.2	44.6	3.8	16.9	8.5			
30	The academy is conducted its mission better than the expectation.	F	33	60	3	21	13	130	2.39	1.29
		%	25.3	46.2	2.3	16.2	10			
31	Increasing collaborative than competitive in the working environment.	F	24	68	4	23	11	130	2.45	1.22
		%	18.4	52.3	3.1	17.7	8.5			
32	Decreasing members rate of turnover.	F	36	56	1	26	11	130	2.38	1.30
		%	27.6	43.1	0.8	20	8.5			
Total								130	2.39	0.67

Source: survey data (2020)

Regarding table 4.6 item (25) above, the commitment of members to improve the quality of the academy training is high. For this question n=95(73.1%) of participants disagreed, 35(26.9%) of agreed with the mean and standard deviation value of 2.41 and 1.23. Since the analysis of this

study the researcher infer that, even though a significant number of respondents believe that members have high commitment to improve academy training quality but, majority of the respondents believe that the academy members have low commitment to improve academy training quality.

By referring above table 4.6 item (26) among the total participants $n=94(72.3\%)$ of respondents disagreed for the question which, I believe that increasing team work in the academy society. While, $33(25.4\%)$ are agreed and the rest $3(2.3\%)$ were unsure, with an average mean score of $2.44(SD 1.24)$ respectively. This implies that majority of the respondents disagreed. From this the researcher infers that unmanageable conflict decrease team work in the academy society.

As indicated table 4.6 item (27) above the question of which rose to measure, unmanageable conflict increasing creativity skill and knowledge in the graduating officers. For this statement $93(71.5\%)$ among the total respondents disagreed, $33(25.4\%)$ agreed and the remaining $4(3.1\%)$ are neutral support with mean value of $2.40(SD 1.28)$. From this analysis the researcher concludes that majority of the respondents whose participated in this study believed that unmanaged conflict decrease commitment for capacity of creativity skill and knowledge in the graduating officers.

According to response rate in the above table 4.6 item (28), $n= 92(70.8\%)$ disagreed, $33(25.4)$ agreed and the rest $5(3.8)$ were unsure supported with mean score of $2.31(SD 1.23)$ with the statement of, “I feel that unmanaged conflict decreasing murmured and gossiping in the working environment.” From this the researcher considered that majority of the respondents who participated in this study believe that unmanaged conflict brings increasing of murmured and gossiping in the working situation.

As shows in table 4.6 item (29) above, response regarding I feel that member’s trust in commandant is high. $n=92(70.8\%)$ of disagreed, $n=5(3.8\%)$ neutral and the rest $33(25.4\%)$ of agreed with the mean value of $2.37(SD 1.27)$. This implies that majority of the respondents agreed that unmanaged conflict which brings members build low trust to their commandants.

As it indicates in table 4.6 item (30) above the respondents answered their feelings on the given statement I believe that the academy is conducted its mission better than the expectation. Thus, $n=93(71.6\%)$ of disagreed, $34(26.2\%)$ agreed commandant. , the rest $4(3.1\%)$ were unsure supported with the mean and SD value of 2.39 and 1.29 respectively. Even though, a significant

number of respondents agreed about the statement, on the other hand, the majority of the respondents agreed that unmanageable conflict leads to; the academy achieve its mission below the expectation.

As shown in table 4.6 (item 31), the question which raised, unmanaged conflict increasing collaborative than competitive in the working environment, among the total respondents n=92(70.8%) of disagreed, 4(3.1) were unsure, the rest 34(26.2%) agreed with the mean value of 2.38(SD 1.22). From this the researcher understand that, even though around quarter of the respondents agreed and, the majority of the participants believe that unmanaged conflict increasing computation than cooperation in the working environment.

As can be seen from table 4.6 (item 32) of the questions raised above, unmanageable conflict decreasing members turnover. The result showed more than average from the total respondents n=92(70.8%) disagreed n=37(28.5%) of disagreed and the remaining n=1(0.8%) are neutral, supported with 2.38 and 1.30 the mean and SD value respectively. From this the researcher infer that even if a significant number of respondents agreed for the question which raised but, the majority of the participants believe that unmanaged conflict increasing members turnover in the organization time to time.

In addition to this, the feedback gathered from an interview and open-space question shows that the academy follows less participatory conflict management system, and the role of members in solving the conflict is very weak this leads to the members choosing silence and less likely to be a progressive, rather than a progressive approach toward managing conflicts. This method also increased complaints and individualism, mistrust, and dissatisfaction, decreased quality of training, conducted mission below the expectation, loss of respect and lack of obedience throughout the period.

According to the interviewees' idea the academy conflict management mechanism has not received professional support, which has led to a decline in the interest of trainees in improving their skill and knowledge. In general, in the face of weak participatory culture, weak conflict management policy has led to increasing a 7-10 year termination of service and turnover, has decreased the process of committed and substitute officer, increasing sense of individualism than group thinking, slowing of participation and learning to ward officer cadets and decline the academy working culture.

As we have seen in the above table 4.6 the aggregate mean and SD scores are 32.39 and 0.67 respectively. This implies that the majority of respondents disagreed for each item in the given variable. Managing conflict is a significant competency for every leader and employee, regardless of the size of the organization. The ultimate goal is to enhance awareness of the benefits for confronting conflict in an appropriate and timely manner. According to Dana (2001) unmanaged conflict has followed the effects of Lack of interests to work within the organization, job dissatisfactions, wasting of time, discourage group decision, it decline individuals to exert more efforts and creative ideas to contribute in organizational change.

4.3.2 Inferential Statistical Analysis

4.3.2.1 Correlation analysis (the relationship between conflict management and its effect on organizational performance)

The researcher formed correlation analysis results to observe the interaction between independent measures with dependent one. Even if different writers argue in different interpretations; however, Kothari (2004), suggested that if “r” value is positive which indicates that positive association between the variables (independent and dependent variables) i.e., changes in both variables occur in similar way, while negative values of “r” indicates negative relation (i.e., changes in the two variables taking place on the opposite way). While, if the value of “r” is Zero which expresses that, no relationship among the two variables (independent and dependent). When the value of r is positive 1, it express that perfect positive relationship and when $r = (-) 1$, it express that perfect negative correlation, Cohen (1988).

Table 4.7The Pearson Correlation values

No	Pearson Correlation Coefficients value	Description
1	$r = .10$ to 0.29 or $r = -.10$ to -0.29	Small
2	$r = 0.30$ to 0.49 or $r = -0.30$ to -0.49	Moderate
3	$r = 0.50$ to 1 or $r = -0.50$ to -1	Large

Source; Cohen (1988)

Pearson correlation coefficients “r” is using to investigate the capacity of the association between two constant variables and its value taken as only in-between -1 and 1. This expressed

both the direction and level of strength between the variables. This is a positive correlation and which shows, when the independent variables increase, the dependent variable also increases; while, negative correlation shows, as one variable decreases, the other variable increases. So, the researcher tried to compute how the independent variables (cooperation, computation, avoidance and perception) and the dependent measures (organizational performance) interacting each other by using its Pearson's correlation.

Table 4.8 Pearson Correlation coefficient matrix

		Cooperatio n	Computatio n	Avoidanc e	perceptio n	organization performance
Cooperation	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	130				
Computation	Pearson Correlation	.574**	1			
	Sig. (2-tailed)	.000				
	N	130	130			
Avoidance	Pearson Correlation	.629**	.546**	1		
	Sig. (2-tailed)	.000	.000			
	N	130	130	130		
Perception	Pearson Correlation	.649**	.369**	.453**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	130	130	130	130	
Organization Performance	Pearson Correlation	.785**	.561**	.619**	.639**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	130	130	130	130	130

Source: SPSS output

As indicates the above table 4.8 shows that the association between cooperation conflict management and organizational performance was explored and correlation coefficient of $r = .785$, and $N = 130$, $P < 0.5$ was recorded, this indicates that, there is positive and strong relationship among the two variables. This considers that as the level of managing conflict cooperatively increases the organizational performance also become increases. Similarly the association between competitive managing conflict between organizational performance have correlation coefficient $r = 0.561$, $N = 130$ and $p < 0.5$; this also express that there is positive and direct relationship between competitive conflict management strategies and organization's performance but which has less significant than others.

As we see the relationship between avoidance conflict management strategy with organizational performance the correlation coefficient $r = 0.619$, $N = 130$ with $p < 0.5$ was found. This indicates that there is strong, positive and direct interaction between managing conflicts by avoidance and organizational performance. This clearly indicates that if the Military Academy managing conflict by creating sense of triviality increase, the organization's performance also becomes increases.

Lastly when we see the relationship between employee perception with organization performance, the correlation coefficient value, $r = 0.639$, $N = 130$ and $p < 0.5$ this also indicates that there is large and positive association between the two. This implies that as the level of employ perception regarding conflict management and its impact becomes increase the organizational performance become also increase. In general all the four predictors are found to have positive and direct correlation with organizational performance. So, those four predictors positively and significantly affect the dependent variable which is organizational performance.

N.B the correlation of the variable in the above **table 4.7** indicates that, each variable correlates perfectly with itself i.e. the coefficient value is **+1.0** at the association of a particular variable within the raw and column.

4.3.2.2 Regression analysis (the effect of conflict management and members perception on organization performance)

Regression is a statistical method that helps to express the nature of positivity or negativity relation between variables, (Smithson, M. and Verkuilen, J., 2006). A positive relationship exists

when both dependent and independent variable decrease/increase at the same time. While a negative relationship indicates that as one variable increase, the other variable decrease, and vice versa.

Regression analysis helps to examine the relative strength between one dependent variable and one or more independent variable. This means it shows the effect of one unit change in an independent variable on the dependent variable. The research used multiple regression analysis because of, to determine the statically significant effect of dependent variable by independent variables.

4.3.2.2.1 Tests for the Model Assumptions

Test for Multicollinearity

In statistics, multicollinearity is a state in which two or more predictors in a multiple regression model are extremely associated, implies that one can be linearly predicted from the others with a significant level of correctness (Hair et. 2010;Martz,2013). The results of multicollinearity for the variables under study are documented in the table below.

Table 4.9 Test for Multicollinearity

Model	Collinearity Statistics	
	Tolerance	VIF
1		
Cooperation	.593	1.685
Computation	.527	1.899
Avoidance	.599	1.671
Perceptions	.467	2.142

Source: SPSS Result, 2020

Tolerance value of 0.10 or less than as cited as problematic collinearity although .20 and above has been suggested and variance inflation factor (VIF) value 10 or greater are often suited as indicative of problematic collinearity. In this research the value of VIF and Tolerance for each independent variable was within the threshold of .10-10. This shows that multicollinearity was not a problem in this research.

Test of Normality

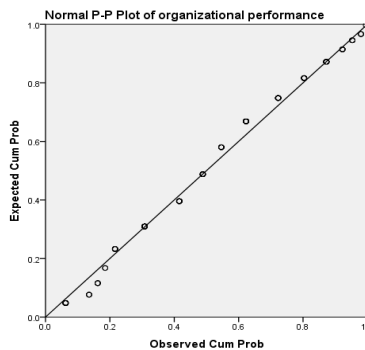
Table 4.10 Test of Normality

	Skewness	Kurtosis Statistic
Cooperation	.454	.325
Computation	-.191	-.471
Avoidance	.503	-.231
Perception	-.129	-.202

Source: SPSS Result, 2020.

According to Elliott and Woodward (2007), stated that statistical errors are common in all scientific literature, and about 50% of the published articles have at least one error. The assumption of normality is especially critical and the value of the score greater than +2 or less than -2 is significance.

From the above analysis worked cooperation conflict management strategy skewness 0.454 and kurtosis of 0.325. Computation conflict management had skewness -0.191 and kurtosis of -.471 Avoidance conflict management strategies had skewness of 0.503 and kurtosis of -.231. Perception of organizational members had skewness of -.129 and kurtosis of -.202. Notably, for all the variables skewness and kurtosis statistics were +/-2 and hence the data was normality distributed.



4.3.3 Modal fit

Table 4.9 below indicates that the result of variations among the independent and dependent. Although R² value gives guarantee that the model fits the data well, this study assumed that R² was the best indicator for how well the independent variables explain variations in dependent variable. R² is the coefficient of determination and shows how organizational performance is influenced by cooperation, avoidance conflict management practices and perception of organizational members.

Table 4.11 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823 ^a	.677	.666	.38822

Source: SPSS Result (2020)

The above model summary indicated that value of R=.823, represent the degree of relationship and level of strength in the association between conflict management and organizational performance, while the value of R square (R²=.677) which the value of coefficient of determination. This implies, organizational performance varied with 67.7% by cooperation, competitive and avoidance conflict management strategies and the perception of academy members, where as 32.3% of variation is determined by other unknown factors.

Table 4.12 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	39.456	4	9.864	65.446	.000 ^b
	Residual	18.840	125	.151		
	Total	58.296	129			

Source: SPSS Result (2020)

ANOVA- value of 0.000(<0.05) this implies that the model of organizational performance is significant at the 5% significance then it is a suitable prediction model. As shown in the Table 4.10 above the F- value indicates 65.446 with a P- value of 0.000 this value is less than 0.05. This indicates that the model is significant at the 5% level of significance, which implying that conflict management strategies and perception of members about conflict management have statistically significant association with organizational performance.

Table 4.13 Significance and distribution of coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.479	0.152		3.143	0.002
Cooperation	0.340	0.057	0.480	5.918	0.000
Computation	0.100	0.052	0.124	1.909	0.059
Avoidance	0.122	0.054	0.153	2.231	0.027
Perception	0.235	0.074	0.213	3.171	0.002

Source: SPSS Result (2020)

As it indicates in the above table 4.11 cooperation conflict management strategy has a positive relationship with organizational performance and the association is significant at the 5% level of significance ($\beta = 0.340$; $p = 0.000$ which is <0.05). However, Computation conflict management strategy has a positive association with organizational performance but the relationship is not statistically significant at the 5% level of significance ($\beta = 0.100$; $p = 0.059 >0.05$).

Avoidance conflict management strategy has also a positive relationship with organizational performance which is statistically significant at the 5% level of significance

($\beta = 0.122$; $p = 0.027 < 0.05$). Perception of organizational members regarding conflict management has a positive relationship with organizational performance and which is statistically significant at the 5% level of significance ($\beta = 0.235$; $p = 0.002 < 0.05$).

From the above findings cooperation, avoidance conflict management strategies and perceptions of the academy members were found to have positive statistically significant relations with organizational performance. Computation conflict management strategies were found to have weak correlations which were not statistically significant. The coefficients are positive for cooperation, computation, avoidance and perception which indicated that as the academy level of conflict management practices larger or increase, it is related to a higher organizational performance. Totally the regression coefficients suggest that these variables played important factors to affect organizational performance at different degrees.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introductions

This chapter summarizes the main findings regarding cooperation, computation and avoidance conflict management strategies implemented at MGHAMA and also the perception of academy members regarding to conflict management and its impact on organizational performance of the MGHAMA.

5.2 Summary of the findings

5.2.1 Findings of demography characteristics.

The largest percentage of participants composed of males with an age falls between 26 up to 35, which belongs to the maturity age category. In fact, gender perspective may affect conflict management, but age maturity level helps to develop easily understanding conflict management and its impact on organizational performance. On the other hand above half of the percent from total respondents, have BA and MA degree, this able to understand conflict management and effect of unmanageable conflict regard to organizational performance. The Military Officer Rank of the members on the mission conducted is also having an important role to create the exposure for kinds of conflict management practices in the military academy. So, themajority of respondents were found under officer group. Also the work experience of the organizational member's fall 11-20 years this also brings an advantage in manage the conflict by sharing the past experience with today practices.

5.2.2 Measuring how the Military Academy commandants practice cooperation, computation and avoidance conflict management strategies and its impact on performance of MGHAMA.

Majority of the respondents strongly disagreed and disagreed for cooperation conflict management strategy there applied in the military academy supported with the cumulative mean of 2.24. This result shows which has been small cooperation conflict management practiced in MGHAMA. Less developing sense of belongingness on the members, lack of participation, low encouragement everyone to be part of the solution, lack of creating common understanding on

organizational members regarding in conflict management and its effect, lack of respect common interest of conflicting parties and problem of using previous experience are occurred during managing the conflict in MGHAMA. The interview information also added that the academy commandant are not willing to accept supportive idea, lack of commitment to build cooperation, have a problem to used previous experience to managing conflict before leads to affect organizational performance.

Majority of the participants strongly disagreed and disagreed about Competitive conflict management strategy which effectively practiced in the military academy supported with the cumulative mean of 2.43. It shows that the commandants of the Military Academy enforce other to agree with their views, create pressure over the academy members to support their idea and recognizing as computing power suggestion and feedback raised from followers during managing the conflict. This implies competitive conflict management strategies are not well practiced in MGHAMA. The interviewee information added that the commandant considers competitive conflict management strategies as prioritized self interest and sense of greedy, lack of respect to the superior decision.

In this study majority of the participants strongly disagreed and disagreed for the items that avoidance conflict management strategy is effectively practiced in the military academy. The academy commandant avoidance conflict management strategies (encourage ignorance, building sense of triviality to reduce conflict and prevent feeling of anger and frustration) practices had cumulative mean value of 2.35. This analysis implies that the practices were conducted in small extent. In this regard, the researcher understands that avoidance conflict management strategies did not get much focusing in the academy. In addition the interviewee and open-space information added that, the academy commandant have a problem to managing conflict by build sense of triviality, and also have weakness to prevent conflict before it occurs.

In general from the above findings the researcher summarized that, the conflict management strategies that were practiced in MGHAMA to increase the performances of the Military Academy in order to produce capable, committed, skillful, to produce substitute and interested army officers are extremely poor.

The result of person correlation showed that, cooperation, competitive and avoidance conflict management strategies have positive relationship with organizational performance.

Organizational performance has strong significant relationship between cooperation and avoidance while, less significant with commutative conflict management strategies.

On the other hand, the result of regression analysis shows that the model was used good fit for independent and dependent variables.

5.2.3 Measuring the Perception of academy members regarding managing the conflict and its impact on organizational performance.

Majority of the participants have weak perception regarded to conflict management and its effect on organizational performance. The academy members have the perception, managing conflict (spends more time, not change the existing environment, has not association (impact) with organizational performance, brings sacrifice of cost, one conflicting parties always get hurt) had aggregate mean value of 2.36. This implies that, the academy members have negative and bad perception on conflict management. In addition the interviewee information added that the academy members extremely dislike managing conflict. Because, they have not believed the commandant regarding fairness; they have doubt on how much it changes the existing situation.

The outcome of person correlation indicates that perceptions of the academy members have a significant positive relationship with organization performance. In addition the result of regression model also shows perception of organizational members fit with organization performance.

5.2.4 Effect of conflict management practices and member's perception on the performance of the Military Academy.

In MGHAMA organizational performance related to commitment of members for training quality, level of team work, level of skill and knowledge, conducting mission regarding with the expectation, level of murmured and gossiping, employees rate of turnover had an aggregate mean of 2.39. From this analysis result the researcher infers that conflict management strategy practices and member perceptions are negatively affect the performance of MGHAMA to a great amount (mean <3.0).

In addition the information gathered from interview indicates that the academy follow less participatory and less role of members involvement to managing the conflict and availability of

weak members perception regarding conflict management and its impact brings increasing of mistrust, dissatisfaction, loss of professional respect on the other hand increase complains and degree of individualism. Because of the academy conflict management mechanism has not received professional support, which has lead to decline in the interest of trainees in improving their skill and knowledge, in the same to that, because of having weak conflict management mechanism has lead to increasing a 7-10 year of service termination, has decreased the process of produce committed and substitute officer, increasing sense of individualism than group thinking.

The regression analysis additionally shows the direction of relationship between existed independent and dependent variables. The coefficient value of determination shows 0.677. This implies that 67.7% of organizational performance on MGHAMA varied with variables of this study mainly, cooperation, competitive, avoidance conflict management strategies and members perceptions. Which means only 32.3% of the variation is explained by other unidentified variables which are not expressed in the conceptual frame work. The association was significant as the p value obtained was less than 0.5. The model coefficients obtained revealed that, cooperation had 0.000; avoidance had 0.027, perception had 0.02 had significant positive association with organizational performance. While, computation conflict management practice had 0.59, this shows weak association and not statistically significant.

5.3 Conclusions

The aim of this research was to explore the effect of managing conflict on organizational performance on MGHAMA. Based on the previous findings of this research the following conclusions are drawn. To get these findings, the researcher has collected primary data through questionnaire from 130(93.5 %) academy accessible members and using interview from deliberately selected members from those participants of the study and analyzed through SPSS Version 20 for both descriptive and inferential statistics.

In addition the researcher also used secondary data such as annual reports, books, manual and legislation of the academy to triangulate the collected data. The study concludes cooperation, competitive; avoidance conflict management strategy had small practiced. This indicates that the academy commandants have weak practiced, and organizational members also have weak perception on managing the conflict and its influence on organizational performance. From the

result strategies of conflict management and perception of Academy members had negative impact on performance on MGHAMA. Moreover, the association between conflict management strategies and perception in the study and organizational performance was significant at $P < 0.05$ except competitive conflict management strategy. In the study the R^2 of 0.677 values indicated that, the predictor's (measuring variables) offer 67.7 % varied or changed in organizational performance of MGHAMA. The consistence of regression coefficients on the conflict management strategy practices and member perception suggested that those variables are important factors that affect academy performance at different degree. According to the findings of the research, the research questions of this thesis has answered and the given conclusion also tried to show low conflict management strategies and low members perception leads to decreased on organizational performance of MGHAMA.

5.4 Recommendations

As from the researcher previous experience, MGHAMA is the backbone of the Ethiopian National Defiance Force, because it is the only way that army officers had trained and delivered to each army units from this Military Academy. MGHAMA is the only Officer Cadet Military Academy in Ethiopian which has given officer cadet course and provides to different army unites of National Army. So, in order to deliver effective training and education the Academy Commandants should manage conflict timely and build the perception of organizational members on conflict management and its impact on organizational performances un alternative option. Based on the given major findings and conclusions above, the researcher strongly forwarded the following recommendations in order to help the Military Academy give concentration on its future career development and effective implementation based on the intent of the higher command.

- ✓ The results of this study indicate that, the commandant of the Military Academy has problems in managing the conflict by ensuring participation and building common understanding. These bring negative effect on Military Academic success. From this, the researcher recommended that, the academy has well qualified and educated members, so the academy commandant should managing conflict by ensuring participation and develop common understanding to managing the conflict in order to enhance academy performance.

- ✓ The Academy has large numbers of line and higher officers, with long service year members, high mature and well educated members, currently worked in the Military Academy. This fact, brings the Military Academy become advantages in order to build team work and team spirit, common understanding regarded to conflict management and its impact, so the researcher advice that the Military Academy should be managing conflict cooperatively by recognized those efforts as input, which can improve performance by managing conflict in short period of time.
- ✓ Even if, competitive conflict management has weak level of significance to organizational performance, but there is positive association with organizational performance. Obviously, competitive conflict management impairs one conflicting parties and beneficiary the other one. But, military mission conducted in highly intensive and stressful environment with losses of life and sacrifice of equipment. This idea implies that military mission needed highly team work and team sprit working environment. So, in order to the academy conducted its mission effectively and efficiently with high level of performance, the commandant managing conflict by any means of losing costs to retain the continuity of its performance. From this point of view the researcher recommended that the academy commandant should manage conflict by using competitive strategy as one means of strategy.
- ✓ Avoidance conflict management strategy is the way that builds sense of triviality. In fact conflict is managed timely it helped as source of growth and development for any organization. As the finding of this study indicates the majority of respondents agreed that the academy commandant has problem to used avoidance conflict management strategy as one means of solving conflict. Some reasons which expressed are commandant has low encouragement to build managing conflict by ignoring and building sense of triviality. In addition the commandant has also limitation to prevent anger and frustration before leads to distractive phase. As it expressed in the previous part conducted military mission needs highly team spirit, team work and coordination from each individual up to the unit level. So, the researcher advised that in order to enhance the academy performance, the commandants of the academy should managing the conflict by building sense of ignorance and triviality between the society of the organization.

- ✓ Perception is the way in which someone is perceived, understood, or interpreted. As the findings of this study indicates that, respondents have low perception about conflict management and its impact on organizational performance. The reason why it expressed as managing conflict spends more time, managing conflict will not change the existing environment, someone always get hurt during managing conflict, in addition they fear fairness, ensuring equality and equity. As it has seen in the finding, perception had a positive and strong association with academy performance. Low employee perception decreased organizational performance. So, the researcher recommended that the Academy Commandants should improve the perception of members in order to enhance organizational performance, by avoiding those doubts by open discussion, insuring participation, preparing policy and by building sense of belongingness for the failures as well as the success, academy minimize and ignore the negative perception of members and improve positivity toward conflict management and its impact on organizational performance.
- ✓ As shows in the previous, organizational performance had positive association from all predicators. The findings of the study shows that, cooperation, competitive, avoidance conflict management strategies and members perception decreased, organizational performance also decreased. From this the researcher recommended that, to strength and move a head in provide effective training and education and produce capable and competent officers to the national army, it is to advisable for the academy improve its conflict management mechanizes by insuring participation and open discussion with academy members.
- ✓ In addition the academy commandant should build sense of belongingness in the academy members in order to develop trustworthy interaction between the societies. The commandant must be give effective training to increase member's perspectives, attitude and understanding on conflict management and its impact on organizational performance by relating its consequence on the performance of Military Organizations.

5.5 Limitations of the research

Due to time crowdedness and COVID-19 causes in MGHAMA, the research encountered difficulty in conducting interview with selective participants and the researcher to be forced rearrangement their day and time align with the concerned respondents.

Information in military is always treated with highly sensitivity and highly secured (protected). This makes difficulty the researcher convincing the respondents in order to gain tangible information and supportive documents and also gaining sincere answer from them for the asked questions. To oppose the challenge which faced, the researcher had to communicate with respondents in advance the objectives for the study being carried out, that it's for academic purpose only and ensure the level of security.

5.6 Suggestions for Further Research

This study concentrated on the effect of cooperation, competitive, avoidance conflict management strategies and members perception on organizational performance of MGHAMA. The researcher recommends for further researcher conducting research on the same topic but other variables. In addition the research also, recommended that the coming researcher doing on the same topic but in other military organization, both in and abroad. Those will help to launch whether the same effect will be held or not. The findings of the study will motivate the societies in MGHAMA to explore the adoption of conflict management and perception. Also the findings of the study can assist the commandant of MGHAMA in planning for successful conflict management.

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Appendixes

APPENDICES I Questionnaire and open-spaces



Addis Ababa University School of Commerce

This questionnaire, designed to conduct research in Major General HayelomAreaya Military Academy, to study the effect of conflict management on organizational performance for partial fulfillment of my graduate study in Human resource Management Masters program at Addis Ababa University School of Commerce.

Dear Respondents;

I am MulatieSisayEjigu. I am a graduate student at Addis Ababa University School of commerce attending Masters' program in Human Resource Management. The purpose of this questionnaire is to gather information to measure the effect of conflict management on organizational performance in the case of Major General HayelomAreaya Military Academy.

This questionnaire is conducted only for academy purpose and the information collected from you will kept strictly confidential and will help to make conclusion and provide appropriate recommendation.

Dear respondents; I would like to humbly remind you that your response is very important to reach conclusion and provide valuable recommendation for the academy. So please kindly take a few minutes to complete the questionnaire carefully, honestly and be cooperative to collect on time you will ask. Unless the requested information no need of write your personal information like Your Name, phone number, e-mail address.

Thanks for your kinds

For farther information you can contact with,

MulatieSisay

Phone number **0921932726**

Email address :mulersine98@gmail.com

Part 1 Items related to demography

This part contains general demographical information regarding to the respondent. Please tick your appropriate answer in the given boxes by using tick (√)

Table 1 Demography of the respondents

<u>Statements</u>	<u>Options</u>
1. Gender	
Male	
Female	
1. Age	
18-25	
26-35	
36- 50	
>50	
2. Level of Education	
12 and below	
Certificate	
Diploma	
BA degree	
MA degree	
3. Rank	
Ato/Wor	
NCO	
Officer cadets	
Line officer	
Higher officer	
General officer	
4. Service Year	
Less than 5 years	
6-10 years	
11-15 years	
16-20 years	
21 > years	

Source, Own survey (2020)

General directions: The following are some of the questions that focus on ideas related to measuring the effect of conflict and conflict management on the Academy performance. The question rose to measure the effect of conflict management on organizational performance. Dear participants of this study, please tick your appropriate answer in the box by using a check mark (√) for the given statements that express your degree of agreement or disagreement in the boxes for each questions raised.

Strongly agree	Agree	Neutral	Disagree	strongly disagree
5	4	3	2	1

Part 2: Items related to conflict management strategy.

Table 2 Question 1 how do you express the degree which the academy commandant Managing Conflict cooperatively?

No	Statement	Options				
		5	4	3	2	1
1.1	I believe that commandant managing conflict that we feel belongingness of the academy.					
1.2	I feel commandant managing conflict by insuring participation.					
1.3	I believe that commandant encourages everyone to be part of the solution.					
1.4	I believe that commandant providing a common understand about, how conflict is managed.					
1.5	I feel that commandant managing conflict in a way that respecting the common interest of the conflicting parties.					
1.6	I believe that commandant use the previous experience before try to solving the conflict.					

Source: own survey (2020)

Table 3 Question 2 how do you feel the academy commandant managing conflict in way of competition?

No	Statement	Options				
		5	4	3	2	1
2.1	I believe that commandants do not enforce others to agree with their view to managing conflict.					
2.2	I feel that commandants never create pressures over others to support their idea to manage the conflict.					
2.3	I believe that, commandants are volunteers to listen other suggestion rather to impose their belief to managing the conflict.					
2.4	I feel that commandants are not recognizing suggestions raised from the members as computing for power.					

Source: own survey (2020).

Table 4 Question 3 how do you feel the academy managing conflict in way of Avoidance?

No	Statement	Options				
		5	4	3	2	1
3.1	I believe that the commandant encourage members to managing the conflict by ignoring.					
3.2	I believe that the commandant works to reduce conflicts with building sense of triviality between the members					
3.3	I feel that the commandant try to prevent the feeling of anger and frustration within the academy members.					

Source: own survey (2020)

APPENDIX II Interview Questions

Question 7: Interview Questions.

- 7.1 Do you believe that the academy effectively practiced cooperation, computation and avoidance conflict management strategies? Please briefly describe the strength and weakness regarding the accomplishment of the conflict management
- 7.2 In your opinion and experience what are the factors that influence to managing conflict in the military academy? Please specify those influential factors
- 7.3 How do you express members understanding and perception about conflict management and its outcome in the Academy performance?
- 7.4 Do conflicts have a negative or positive effect on the Academy performance? Please specify those effects
- 7.5 What are the factors and impact of unmanageable conflict and low perceptions of organizational members regarded to conflict management and its outcomes?
- 7.6 Do you think that managing conflict have any negative effect on overall performance of the Academy? Why? Please briefly specify in details

APPENDIX III Descriptive statistics for all variables

[DataSet1] C:\Users\MSE\Desktop\121619\final analysis\analysis 1.sav

Descriptive Statistics (cooperation conflict management practices)

	N	Mean	Std. Deviation
I believe that commandant managing conflict that we feel belongingness of the academy.	130	2.45	1.270
I feel commandant managing conflict by insuring participation.	130	2.32	1.234
I believe that commandant encourages everyone to be part of the solution.	130	2.42	1.238
I believe that commandant providing a common understand about, how conflict is managed.	130	2.49	1.289
I feel that commandant managing conflict in a way that respecting the common interest of the conflicting parties.	130	2.55	1.227
I believe that commandant use the previous experience before try to solving the conflict.	130	2.42	1.213
Valid N (listwise)	130		

Descriptive Statistics (competitive conflict management practices)

	N	Mean	Std. Deviation
I believe that commandants do not enforce others to agree with their view to managing conflict.	130	2.48	1.313
I feel that commandants never create pressures over others to support their idea to manage the conflict.	130	2.37	1.234
I believe that, commandants are volunteer to listen other suggestion rather to impose their belief to managing the conflict	130	2.50	1.189
I feel that commandants are not recognizing suggestions raised from the members as computing for power.	130	2.38	1.260
Valid N (listwise)	130		

Descriptive Statistics (avoidance conflict management practices)

	N	Mean	Std. Deviation
I believe that the commandant encourage members to managing the conflict by ignoring.	130	2.29	1.254
I believe that the commandant works to reduce conflicts with building sense of triviality between the members	130	2.52	1.202
I feel that the commandant try to prevent the feeling of anger and frustration within the academy members.	130	2.25	1.235
Valid N (listwise)	130		

Descriptive Statistics (perception of organizational members)

	N	Mean	Std. Deviation
I don't feel that conflict management spends more time.	130	2.38	1.296
I believe that managing the conflict change the existing work situation.	130	2.32	1.324
I feel that managing conflict has its own effect on organizational productivity.	130	2.39	1.198
I don't believe that managing conflict brings sacrifice of resources.	130	2.32	1.289
I don't feel that no one get hurt during managing the conflict.	130	2.42	1.206
I never afeard the situation that happened during managing the conflict.	130	2.34	1.297
Valid N (listwise)	130		

Descriptive Statistics (organizational performance)

	N	Mean	Std. Deviation
Commitment of members to improve the quality of the academy training is high.	130	3.61	1.223
Increasing team work in the academy society.	130	3.58	1.238
Increasing creativity skill and knowledge in the graduating officers	130	3.60	1.280
Decreasing murmured and gossiping in the Military Academy members.	130	3.69	1.238
Trust of member's by the commandant is becoming high.	130	3.62	1.278
The academy is conducted its mission better than the expectation.	130	3.62	1.290
Increasing collaborative than competitive in the working environment.	130	3.55	1.221
Decreasing member's rate of turnover.	130	3.61	1.303
Valid N (listwise)	130		

APPENDIX IV Correlation statistics

[DataSet1] C:\Users\MSE\Desktop\121619\final analysis\analysis 1.sav

Correlations

		cooperation	Computati on	avoidance	perception	organization performance
Cooperation	Pearson Correlation	1	.574	.629	.649	.785
	Sig. (2-tailed)		.000	.000	.000	.000
	N	130	130	130	130	130
Computatio n	Pearson Correlation	.574	1	.546	.369	.561
	Sig. (2-tailed)	.000		.000	.000	.000
	N	130	130	130	130	130
Avoidance	Pearson Correlation	.629	.546	1	.453	.619
	Sig. (2-tailed)	.000	.000		.000	.000
	N	130	130	130	130	130
Perception	Pearson Correlation	.649	.369	.453	1	.639
	Sig. (2-tailed)	.000	.000	.000		.000
	N	130	130	130	130	130
organization performanc e	Pearson Correlation	.785	.561	.619	.639	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	130	130	130	130	130

APPENDIX V Regression statistics

Model Summary^b

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.823 ^a	.677	.666		.38822

a. Predictors: (Constant), perception, computation, avoidance, cooperation

b. Dependent Variable: organization performance

Table 14 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	39.456	4	9.864	65.446	.000 ^b
	Residual	18.840	125	.151		
	Total	58.296	129			

a. Dependent Variable: organization performance

b. Predictors: (Constant), perception, computation, avoidance, cooperation

Table 15 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.479	.152		3.143	.002
	Cooperation	.340	.057	.480	5.918	.000
	Computation	.100	.052	.124	1.909	.059
	Avoidance	.122	.054	.153	2.231	.027
	Perception	.235	.074	.213	3.171	.002

a. Dependent Variable: organization performance