



ADDIS ABABA UNIVERSITY

**CONFLICT MANAGEMENT AND RESOLUTION: THE CASE
OF ETHIOPIAN ATHLETICS FEDERATION**

BY

AMENESHEWA TAHELEW DEMESE

JUNE, 2021

ADDIS ABABA, ETHIOPIA

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ETHIOPIAN ATHLETICS FEDERATION**

**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF
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BY

AMENESHEWA TAHELEW DEMESE

ADVISOR

Dr. ASCHENAKI TADDESE

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Approved By Examining Board

_____	_____	_____
Chairman, Department	Date	Signature
_____	_____	_____
Advisor	Date	Signature
_____	_____	_____
Internal Examiner	Date	Signature
_____	_____	_____
External Examiner	Date	Signature

DECLARATION

I the undersigned declare that the thesis entitled “Conflict management and resolution: The case of Ethiopian Athletics Federation” is my original work, under the guidance of Dr. Aschenaki Taddese. This thesis has not been represented or submitted here and any other University, as part of the requirement of any other academic degree, all materials and resources used herein, has been duly acknowledged.

Name: Ameneshewa Tahelew

Signature _____

Date of submission _____

This thesis has been submitted for examination with my approval as a university advisor:

Name: Aschenaki Taddese (PhD)

Signature _____

Place: College of natural and computational science, department of sport science, Addis Ababa University, Addis Ababa, Ethiopia

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ABSTRACT

Most scholars believed that Conflict is a natural phenomenon in any organization. It may arise in any time, situation, and place between individuals and groups in the organizations. This may lead to disagreement, clash each other and create problems in the organizations. These conflicts are unavoidable, but which need to use conflict management style and resolving strategy. The purpose of this study was to examine conflict management and resolution, with specific reference the case of Ethiopian Athletics Federation in Addis Ababa Ethiopia. The objective of the study was to identify the leading factors and way of resolving conflicts in Ethiopian Athletics Federation. Mixed method was used to collect data and descriptive survey research design was used to conduct this research. The sample size of this study was determined or calculated by using Yamane formula. Calculated sample sizes, all randomly select were included in the study with their total number of households. Total populations were 284. In the selection of research 166 participants were selected. In order to select study households the calculated sample size (i.e. 166) of the study sample was distributed to each included in the survey using probability proportionate to their size. In addition the selected research participants were given questionnaires and also selected to be part of interview in order to study as primary sources of the study. The study has used questionnaires, interviews, document analysis and observations for the purpose of collecting relevant information. The Data obtained through questionnaires were analyzed using statistically tolls like: frequency and Standard deviation, average mean. In addition the data collected and analyzed through questionnaires were used with interviews, document analysis in order to make triangulation. The finding of the study indicated that there were different causes and sources of conflicts in Ethiopian Athletics Federation. The gaps were also identified in the conflict management style and the time it takes to resolved. The result of the study called the attention of the Policy makers to revise the Policy and use to develop a strategy to drastically improve the capacity of resolving the problem.

Key Words: *Conflict management, Conflict management style, Conflict Resolution, Conflict of interest, compromise, accommodation.*

CHAPTER ONE

1. INTRODUCTION

Conflict is present when two or more parties perceive that their interests are incompatible, pursue their interest through actions that damage the other parties.

Most scholars believed that Conflict is a natural phenomenon and inevitable in any organization. It may arise in any time, situation, and place between individuals and groups in the organizations. This may lead to disagreement, clash each other and create problems in the organizations. These conflicts are unavoidable, but which need to use conflict management style and resolving strategy. Managers of the organizations are responsible to minimize such types of conflicts. The way in which managers handle conflict determines whether it is beneficial or disparaging to an organization or to employees (Deutsch M 1973).

Interest can differ over access to and distribution of resources or advantage or control of power and participation in decision making, identity (Schimid, 1998). There are two aspects of conflict handling ways are conflict management and conflict resolution.

This chapter deals with the introduction part of the thesis that comprising background of the study, statement of the problem, research question, objectives of the study, significance of the study, scope of the study and its organization.

1.1. Background of the study

Interest can differ over access to and distribution of resources or advantage or control of power and participation in decision making, identity (Schimid, 1998). Further, a strong statement is that conflicts are solvable and this statement is not necessarily an idealistic or optimistic position. Surprisingly most actors in conflicts will find themselves in need of negotiations at one or another time (Vogel and Raemaekers, 2016). Even if the result of the conflict is destruction or mismanagement, its management and resolution has become everyday practice of negotiators or managers. Conflict is also an engagement in a fight or possible confrontation between two or more parties aspiring towards in compatible or competitive means or ends (University of Peace, 2005). It is also a condition of disharmony or an interaction process and usually occurs as result

of clash of interest between the parties involved in the same form of relationship clash of interest could occur because of search interest, incompatible goals or objectives to achieve given chosen goal. According to Coser (1958), conflict is a struggle over values and claims scarce status, power and resources, to gain achieve objective, to neutralize injure or eliminate rivals (Coser, 1958). Thus it needs to be considered more in detailed ways of assessment and management and resolution in a work place.

As a result conflict which a fact of life that comes and goes as life moves on that needs resolution on sustainable basis. Needs to solve or minimize conflict have become motto of the day in order to enhance attractive working environment by researchers in different profession especially management, business administration, peace and security, marketing and other scholars. Management and other sector have stipulated strategies that are necessary conditions to handle conflict positively to lower the potential danger of the conflicts. There two aspects of conflict handling ways. They are conflict management and conflict resolution. Conflict management tools that comprise of avoiding, collaboration, accommodate, competing and compromising are applied (Zartmen, 2008). Conflict management assumes more proactive role in preventing conflicts by fostering productive communication and collaboration among diverse interests, addressing the underlying causes of conflicts, developing trust and understanding and using participatory and collaborative planning for undertaking complex tasks. It further uses conflict management approach methods like negotiation, mediation, conciliation and consensus building. The conflict management process does not begin with identification of a particular conflict. Hence it is ongoing process in which the stakeholders constantly work to create the conditions that discourage dysfunctional conflicts and encourage conflict resolution processes that facilitate win-win out comes. Technically, conflict management refers to a broad array of tools used to anticipate, prevent and react to conflicts. These tools are used to induce the parties to open up, identify the real issues behind coming to the advertised win-win out-come. In order to succeed trade off and compromise would be necessary (Zartmen, 2008).

Conflict management is a containment of conflict that has already broken out in the form of searching solution that would reduce the levels of violence and prevent its escalation that could cause instability or disturbed working environment. According to Imobighe (2003) conflict management is a way and an instrument to controlling and harmonizing conflictual relationship

with the objective being the creation of space for the long term resolution of the root causes of conflict (Imobighe, 2003). Furthermore, conflict in work place have different stages as natural process, conflicts ripe from latent or hidden as result of the confrontation towards incompatible or competitive means or ends (Galtung, 2006) . The conflict becomes open and confrontational behavior being and leads to cease of normal communication. Nonetheless, there are various efforts to remove or minimize conflict, or reduce its negative consequences people to solve conflicts through alternative dispute resolution, it exists for natural convenience. Therefore it involves application of conflict resolution.

Conflict Management is a set of strategies designed to respond to human needs of security, identify autonomy, equality, solutions either win-win or win-lose among human beings become conflict has naturally vicious cycle of occurrence (Sanson and Di, 2007). In other words conflict resolution involves reduction, elimination or termination of different types of conflicts through reach negotiation/ mediation, arbitration. Besides, it's expected to rectify the former relationship or improved relationship among the disputants. In regards to organization management conflicts are evitable to happen as well as the organizational management has developed a well associated theoretical framework by different scholar in solving conflicts that occur in between management staff, stakeholders and others. Moreover, even though there are effort and mechanisms to avoid, conflicts in organizations especially from sport Federation or institution there are sources of conflict or several rationales that aggravate or promote conflicts between the parties with institution.

The challenges of the present day organizational management are very different in their nature and kind. Among these, problem emerge are conflict of interest among different members of businesses or organizations. They are like the conflict between managers and staff or employees; Managers and stakeholders; Managers and Shareholders; Managers and Board members of association managers; Board members and staff and especially conflict of interest occurs in between clubs, referees, Federation and coaches, board members and club sponsors, in assigning referees are common. Besides, sport Federation, Federation managements and representatives, Federation board members and management have much prevalence of conflict in pursuit of securing once interest especially by taking advantage of confidential information learned on the job for own benefit, owning part of a business that sells goods or services to the Federation or doing business or work for a competitor. Besides, the managers either struggle for un interrupted

functions or have deepened interaction with the board members to achieve or gain personal profit or else work to the success of the organization. And organizational theories are designed to address problems of organizational efficiency need to accept conflict as one of the major organizational phenomenon.

Hence, the study examining conflict management and resolution in Ethiopian Athletics Federation helps to understand the extent to which conflicts among funs brings an adverse effect on the development of the competitions. On the one hand, the purpose of this research is to assess conflict management and resolutions taken to settle down conflicts in the Federation. The study specifically examines the causes of conflicts in the time of Athletics competitions. The results of the study fill gaps that are not identified in previous researches and contribute some on the existing body of knowledge to question the policies for possible remedy and action.

1.2. Statement of the Problem

Conflicts can have positive or negative influence in one organization in different ways. It is one of the strongest factors in the struggle for better management and success of business. Nonetheless, as aforementioned above, it can further, contribute to see the extent of work environment. Conflicts can occur in different places between different members of a given team. Work place conflict is an omnipresent organizational phenomenon and a major theme of occupational or social psychology and organizational behavior (De Dreu, 2008). A group of organizational researchers like Watson and Haffman, 1996; Wall and Calister, (1995), Schimdt, (1976) proclaimed that conflict is terrible damaging and destructive to organization and to employees as well. Conflict reduces the quality of group decision making, reduces creativity and innovation, mess up team success, and reduces trust among employees (Jehn, 1994; Amason, 1995).

Moreover; organizational conflict or work place conflict is a state of discord caused by the actual or perceived opposition of needs, values and interests between people working together. Conflicts in organization are inevitable between formal authority and power and those individuals and groups affected. The disputes could be over how revenues, work, how long and hard work, the jurisdictional disagreements among individuals, departments, and between unions and management are different sources and kinds of conflict that happens in organization. Conflicts in work groups are often caused by struggle over control, status and scarce resources.

The constructive resolution of such conflicts can most often be achieved through a rational process of problem solving, coupled with a willingness to explore issues and alternatives and to listen to each other. Besides, researchers identified and argued that conflicts occur for many reasons.

In Ethiopia there are different studies conducted in relation with conflict management and resolution in different institutions. There are local studies conducted on conflict, conflict management and resolution. Some writers assert that there are work place conflicts in Ethiopia at different levels. They claim that there are some occasional conflicts in between organization leaders or managers and employees. For example, Berhanu Tuji (2014) stated that conflicting incidents were observed and managed in case of some secondary schools in Kolfe Keraniyo sub city government schools of Addis Ababa. For Berhanu, conflict is versatile and the main challenges are demographic and cultural difference among is the conflicting causality. Similarly, Werash Debele studied conflict management and resolution at Oromia International bank and found that there are efforts to apply the science. Other scholars clarified that conflict management practices could well sustain when there is well managed and organized management in a given organization (Mussie Girma, 2018; Jemal Adem, 2019). As a result of existence of such strong management, conflicts in the organizations are easily solved and they have developed practices of solving conflicts as well as conflicts in the organizations occurred in a variety of ways like interpersonal, intergroup and intragroup.

To the best researcher's knowledge, the studies conducted to understand the root causes of conflict in sports are dearth and scant. Studies conducted to examine conflict management by Abera Hailamariam (2010), Abraham Damtew (2019), Werash Debele (2014), Asmamaw Alemayehugn (2019), Bamalack Yideg (2013), focused on assessing secondary school or business or organizations. In addition Mintesnot Sahilu (2016) has conducted a study on the practice and challenges of Coaches in identifying talented athletes of middle Distance Runners at the Ethiopian Athletics Federation.

The focuses of the above studies were to assess the styles of club management than addressing the issue of conflict and the strategies in place to overcome it. This has been one of the main factors that guided the researcher to consider the contemporary issues of conflict in the Federation to produce a notable suggestion worthwhile to develop various programs and enactments mobilizing the entire public to stand along with the peace-loving sports fans. Based

on the rationale stated and the researcher experience as a former handball player, coach, and Federal Sports commission worker this study is projected with the sole interest to claim the leading factors to upraise of conflict in Athletics championships.

Therefore, the common types, causes of conflicts in the Athletics Federation between management (board or executive members), staff members and employees, the attitude of staff members and employees towards conflict, Federation and clubs, clubs and referees, strategies designed to manage the conflict need to be studied. As result the outcome of this study contributes a lot to the policy makers and Federation to run policy discourse in policy in general and the working style of the Federation in particular. Revealing the cause of the conflict supported by empirical evidence helps out to draw the intervention strategies to suppress the prevalence rate of sport challenges in general.

1.3. Research Questions

The study is to show the conflict management and resolution in the Federation management staffs and interest groups. The study tries to answer the following interrelated questions:

1. What are the causes of conflicts during athletics championships?
2. What are the efficacies of the strategies developed to avoid conflicts in Athletics championships?
3. What is the common types and causes of conflict of interest between managements and staff members and their representatives?
4. What strategies are designed to manage conflicts of interest in the Federation?

1.4. Objectives of the Study

The study believes to achieve the following one general objective and 4 (four) specific objectives. Therefore, in this study, attempts was made to meet the specific objectives.

1.4.1. General objective

The general objective of the study was to identify the leading factors and ways of resolving conflicts in Ethiopian Athletics Federation.

1.4.2. Specific objectives

1. To identify the common causes of conflicts in Athletics championships, between management and staff members, clubs and coaches.
2. Assess the efficacy of the strategies developed to avoid conflicts in Athletics championships.
3. Examine conflict of interests between managements and clubs and their representatives.
4. Find out the use of conflicts managements strategies to manage conflict effectively by management of the Federation.

1.4.3. Significance of the Study

The researcher believes that the findings of this study and the forwarded recommendation from the future data will have the contributions like the Federation management and other expects to use the possible opportunities to implement the conflict management practice scientifically in order to improve their practices of conflict resolution. It could give better information for policy makers and managers at the Federation strategically manage the major repercussions that the managers meet in the leadership as result guide and lead to design mechanisms to review and improve. Moreover; it will enhance the awareness of the leadership at the Federation as well as it could be used as a source of study material, a startup for novice researchers in the future. At most it could be taken as a modest contribution in conflict resolution and management effort in the field of the study

1.5. Scope of the Study

Delimitation of a given study is limiting the scope and permitting to focusing on the core and frame of the research problem to be addressed to the manageable size of realities. As a result there are many studies conducted in assessing conflict management in different sectors making scientifically in Addis Ababa Ethiopia.

This study is limited in Ethiopian Athletics Federation in Addis Ababa Ethiopia from September, 2018 to May, 2021. It will try to address causes and the level or extent of conflict resolution and management opted and practiced in the Federation. This was limited to assess only members of

Executive committee, Employees, Referees, Club leaders and Coaches in Ethiopian Athletics Federation.

Moreover; assessing the conflict management and resolution in Ethiopian Athletics Federation was the focus of the study. Moreover; the study was bound to use questionnaires, interviews and document analysis that can support the triangulation of the information. That could help to interpretation of the finding. Furthermore the research conducted have much reliable results if it included large number numerous Federations in the study area however; the researcher was not attempted to cover the total study population, because of logistical shortage and purpose of the study.

1.6. Limitations of the Study

The limitation of the study was due to time and cost. It would have been best if the study was conducted with in all Federations of the field of Sports Federation. The problem was studied only from the point of views of Executive committee, Employees, Referees, Club leaders and Coaches. Despite the fact the study was conducted only in one Federation which limits the geographical scope of the study. In addition, the study was limited in getting the best knowledge of some of respondents for fear of the topic conflict management and resolutions. This asked a lot of time and effort to spend. After the researcher several effort to convince those respondents gave honest answers and latter to a great extent improved.

1.7. Conceptual Definition of Key Terms

Conflict: An expressed struggle between at least two interdependent parties who perceive in compatible goals, scarce resources and interference from others in achieving their goals (Wilmot and Hocker 2001)

Conflict of Interest: It occurs when competition between competing parties engage in competing interest or loyalties because of their duties to more than one person or organization. It can exist in many different situations involving personal loyalty and locality to a private employer, government employer (Taher, 2015).

Conflict Management: Refers to the process of containing dispute in a constitutive way to gain advantage (Ghaffar, 2005, Berhanu, 2014)

Conflict Resolution: Are skills required to wide range of positions across many job sectors and it is recognition by the parties involved that a problem exists, mutual agreement to address the issue and find some resolution or interventions by third parties like Human Resources representatives or higher level managers to mediate (Hila Wani, 2011).

Interpersonal conflict: Refers to conflicts or social conflicts that main test between people which are involved in a task (the project) or between different groups (Luthan, 2005).

Organization of the study

This study was organized under five coming chapters. The first chapter deals with introductory which comprises the background of the study, statement of the problems research question objective of the study, and significance. The second chapter includes review of the related literature, theoretical and empirical literature is fairly treated. In chapter three research design and methodology, research approach; strategy, the research types methodology, sample size, data collection instrument to be used, method of data presentation, data analysis and interpretation is shown. The fourth chapter presents the data analysis and the findings of the study. At last the fifth chapter comprised of the summary and conclusion of the study.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

The main rationale of this study was to investigate conflict management and resolution in Ethiopian Athletics Federation and its associations with the working environment. Thus, with in this chapter to strengthen the topic of the study and widen the concepts of the subject under examination reviews was made and for this reason the researcher discussed related theoretical framework, literatures as well as empirical studies. Based on this, the concepts like Conflict, theories of conflict, level of conflicts, kinds of conflict management are assessed with integration of work place conflict management and resolution experiences as well.

2.1. Concepts and Types of Conflicts

The concept conflict is not easily defined and it is much contested. Nonetheless, its conceptualization revolves around one main issue that is incompatibility of ideas or goals, objectives, interests, disagreements of two or more people that constraints achievement of organizational goals or principles. And it has no positive intonation. It usually comprised of dysfunctional phenomenon like discord, dispute or fighting in it. Therefore solving conflicts, managing and making resolution them supports the efficiency and well-being of institutions. Although the term conflict is different for different scholars in their approach of study, there are many definitions given towards to it. According to Bizuneh (2020), the differences are based on the number of participants, size of the disputants, personalities, rationale behind the disagreement and other. In addition the other differences emerge from the role of managers and their activities in conflict resolution. According to Peter Wallenstein (2002) the concept conflict and its management is due to the subjectivists approach and objectivist approach point of views (Schwaz, 2006) different applications related with personal differences, inter-personal or intra-personal, role or goal incompatibility, conflict management styles. Scholars like Gove (1976), Weeks (1998), (Coser, 1956), Galtung (1996) define it's as a phenomenon to resolve divergent dualisms, a way of achieving some kind of unity. For institutions like World Wide Disaster Relief (WWDR), conflict is present when two or more parties perceive that their interests are incompatible, express hostile attitudes or pursue their interests through actions that damage the

other parties. Interests can differ over access to and distribution of resources like money, trainings, control of power and participation in decision –making , identities of community, status, particularly those included in systems of government, religion or ideology (Schimid, 1998; WWDR, 2010). For Gove (1986) defines it as structural character, an act of striking together, fight clash, completion or mutual interference of opposing or in compatible forces, an emotional state of character sticks in decision, relentless uncertainty and tension resulting from incompatible inner needs on derives of compassable intensity or engagement in contest (Gove, 1986). As aforementioned Coser (1956) defined it as conflict is struggle over values and claims , scarce status, power and resources to gain objectives to neutralize injure or eliminate rivals (Coser, 1956).

Weeks (1998), further, define the concept conflict as a prolonged collision; opposition of mutually excluding impulse, desires or tendencies controversy, dis-agreement in interactions, competitive and often litigious behaviors, a battle to win or to straggle to gain advantage in the relationship or to attain dominance in the relationship (weeks 1998). Coser (1998) states conflict as a struggle over values and claims, scarce status, power and resources, to gain objectives to neutralize injury or eliminate rivals (Coser, 1998). In addition, dis-agreement that happen when goals, interest, values of different individuals or group are incompatible organizational conflict occurs. As result it is reflected on reduction of work, performance deterioration, reduced communication among employees and non- comfortable work environment.

From the above five definitions of the term conflict can be considered as a positive or negative and it has constructive or deconstructive nature. It is embodied of terms like collision; struggle has constructive or deconstructive nature. And it is a collision, struggle or clash of opposing or incompatible goal or aimed forces manifested as competition, opposition, controversy, contestation, strike dominance, win or gain, and sometimes resolve.

Further problems mostly occur in the those organizations where the business results directly depend on collaboration, team work and creativity and where having only the results in mind people tend to forget to take care of people and mutual relationship (Relic,2006).

2.2. Theories of Conflict and Its Management Style

According to Musaaazi, J.s.s (1988, Desta, 2017) there is nothing as practical as a good theory. Therefore, there are two successive goals with regard to understanding the components that include theory incorporating this knowledge in to the theory of conflict management and resolution. Theories of conflict are used to answer basic questions like how, why and what.

What refers to the constructs analyzed, or the target of theorizing, how expounds the methods used to create interrelationships between constructs of the theory and why represents the conceptual assumptions behind the associations (Desta, 2017). Hence, in conflict management the word *what* represents the goal that management aspires to attain and answer what causes incivility in the workplace, the *how* expounds how management reaches the goal or objectives and *why* answers the rationale behind selecting this specific method for achieving the goal. In general it helps to answer consequences, preventive measures and management responsibilities.

As aforementioned conflict occurs between two or more people Wilmont and Hocker (2001) define conflict as expressed struggle between at least two interdependent parties who perceive incompatible goals. Conflict is defined as disagreement between individuals. It can vary from a mild disagreement to a win-or-lose, emotion-packed, confrontation (Kirchoff and Adams, 1982).

2.3. Theories of conflict

Conflicts have different characters. Conflicts have local character with in social interactions, structural character, universal and natural character and inevitable and nonviolent and violent, evolutionary and escalating based on these characters. Based on these characters these studies have reviewed different theorization of conflicts.

2.3.1. Relative Deprivation Theory

Theorists of these theories are given that feelings of deprivation by comparing oneself to others in political, economic, social and personality can cause conflict. The relative deprivation theory assumes that conflict erupts when raising expectation and absences of progresses towards for better life (Dereje, 2010). Relative deprivation is the lack of resources. On the other hand, the gap between people's values of expectation and capabilities and the wider gap between their

perception and the reality on the ground lead people to make conflict and dispute (Jeong, 2006). This theory focuses on the rising expectation regarding shares of benefits and power which is reflected on disproportionate allocation of benefits combined with economic differential policies. In simpler terms, relative deprivation is a feeling that you are generally “worse off” than the people you associate with and compare yourself to. For example, when you can only afford a compact economy car but your co-worker, while getting the same salary as you, drives a fancy luxury sedan, you may feel relatively deprived.

2.3.2. Identity politics

Identities of ethnic group is a human, social collectivity based on some shared quality of social behavior, thought or feeling, or common descents of similarities (Weber, 1968). Furthermore identity is a cultural collective that emphasizes the role of myths of descent and historical memories recognize or institution (Smith, 1991). Now ever, people use ethnicity to gain benefit or exclude others from such gain because ethnicity is a social a psychological process to identify self and affiliate with a group as well as its one conscious way of mobilizing other around difference. Therefore, mere existence of multicultural society doesn't cause conflicts. If in equality in material wellbeing or marginalization and economic disadvantage on the basis of identify exists, conflicts are easily occur.

2.3.3. Basic Human Needs

Human being behavior has profound grounds on economic, political, cultural imbalance between human needs and scarce resource. Denying people basic needs frustrates and peace or order was violated and law of a given organization is breached and corruption will flourish. Basic need theory consider that deep rooted conflicted are caused by unmet or trust rated basic human needs in which human have needs which they search to be realized and fulfill likewise need to have equality, distribute justice. The rejection and lack to access the basic needs make people to take the option of violence in order to secure their needs.

2.3.4. Genetics theory of conflict

According to Gove (1976) conflict is an act of striking together, an emotional state of characteristics in decision that is genetically inherited. Besides, theorists argue that aggressive behavior is rooted in human instinct and biological predetermined or conflict is something that is genetically programmed in to human nature because they are unconscious and innate human urges or emotions that create violent behaviors that originate by instinct. On the other hand conflicting behaviors are dictated by genetics; created in human brain, internal brain arrangement and due to hormones (Galtung, 1996).

2.3.5. Frustration Aggression or Hypothesis Theory

Proponents of these theories assert that the causes of conflict emerge that human beings are goal oriented and rational. They argue that human beings have goals desires ambitions and expectations but when they are prevented they generate frustration and aggression. As a result, gap between expectation and materialization causes dissatisfaction and frustration which can cause conflict.

2.4. Conflict Management theories

Conflict Management is the approach and strategies geared towards achieving a positive outcome and resolution amongst the parties involved in matters relating to conflicts. These strategies and approaches are dependent on the type of conflict that exists, organizations, or institutions involved. Furthermore; conflict management is a systematic or unordered method that is task specific, research oriented and requires proper attention.

Findings have been carried out to identify and classify the approaches to managing conflicts. There have been many styles of conflict management behavior that have been researched in the past one of the earliest, Mary Parker Follett (1926/1940). They found that conflict was managed by individuals in three main ways: domination, compromise, and integration. In other scholarly work he classified and reported methods of individuals typically using to deal in conflict are domination, compromise, integration, avoidance and suppression. Thomas and Kilman (1974) have derived a model for managing conflict that comprised of competing, collaborating, avoiding and accommodating and compromising. Kilman also found other ways of handling conflict that

were employed by organizations, such as avoidance and suppression. Besides, theories of conflict management are divided into two: They are the traditional theory and contemporary theory. Historically, the following view on conflict is identified.

2.4.1. Views on Conflict

2.4.1.1. Traditionalist View

This view is the earliest of the trio and was developed in the 1930s and early in 1940s, with the most linear and simple approach towards conflict. It was perceived that conflicts were negatives, this view points that the conflicts is something bad that it is destructive for a group or organization and it is to be avoided or minimized. Based on this view the conflict was treated negatively and discussed with such terms as violence, destruction, and irrationality to reinforce its negative implication.

Besides, the sources of the conflict are mostly caused due to worthy communication and lack of trust (Rahim, 1986). Proponents of this view suggest that people too for the sake of work performance be satisfactory. Correcting the mal functioning in order to improve group and organizational performance is believed greatly advantageous. More over the traditional view on conflict identifies poor communication, disagreement, lack of openness and trust among individuals and failure of managers to be responsive to their employees' needs as the main causes and reasons of organizational conflict (Robins, 1986).

2.4.1.2. Human Relations View

Human relations view (Contemporary View) is a type of organizational Conflict (194-1970) it deals about the character of conflict. It asserts to accept conflict that discarding conflict. This view asserts that conflict is very necessary conflicts are very necessary and beneficial for the individuals, groups and the organization in general. It also treats conflicts as natural and inevitable phenomenon and, so can't be eliminated from any organization (Leung, 2010). Conflict is natural for the properties of this view or conflict is a natural or incompatibility that occurs in every man or women, groups or organization. It was undeniable that humans' brain position or nature is possessed with it.

Therefore conflicts have to be accepted and it can lead to better work performance. Despite the fact conflict considered dysfunctional the interactions view (approach) encourages conflict on the grounds that a harmonious, peaceful, tranquil and cooperative group is prone to apathetic and no responsive to needs for change and innovator (Mebratu, 2014).

2.4.1.3. The Interactions View

This view suggests that an ongoing, minimum level of conflict is necessary and beneficial for a group or organization. In the interactionist view, an organization or group with no conflicts is more likely to become static, non-responsive, inflexible and inadaptible (Robbins et. al.2003) it is the belief that conflict is not only a positive force in a group but also absolute necessity for a group to perform effectively. The proponents of this theory encourage conflicts on the grounds that a harmonious peaceful, tranquil and cooperative group is prone to becoming, apathetic and unresponsive to needs for change and innovation.

In summary the traditionalist view asserts that conflicts are based on the assumption that conflicts are bad, are caused by trouble makers and should be subdued. While, they recognize that conflicts between human beings are unavoidable as well as emerge as a natural result of change and can be beneficial to the organization, if managed efficiently.

2.5. Types of conflict arising in an organization

There are different forms of classification of conflict and different scholars have tried to classify them in to different forms. The classification of conflict is of different relationship, task and process conflict. According to Dirks and Parks (2003) there is a considerable conceptual overlap between these different forms of conflicts.

2.5.1. Task Conflict

These are disagreements about the content of a task and work goals such as distribution of resources, procedures and interpretation of facts (John, 1997). Employees often describe these conflicts as “work conflict,” “work disagreements,” and “task problems.” It involves issues related with employees’ work assignments and can include disputes about how to divide up resources, differences of opinion on procedures and policies, managing expectations at work, and judgments and interpretation of facts. It is where parties focus on the issue, respect people with

other points of view and try to understand logic. It involves concrete issues related to employees' work assignments and can comprise disputes how to divide up resources, differences of opinion on procedures and policies, managing expectations at work, and judgments and interpretation of facts. This is the simplest to resolve among the other two; however, task conflict often turns out that to have deeper roots and more complexity than it appears to have at first glance. For instance, coworkers who are arguing about which one of them should go to an out-of-town conference may have deeper conflict based on a sense of opposition (Katie, 2020). Task conflict often benefits from the intervention of organizations' leaders. Serving as de facto mediators, managers can focus on identifying the deeper interests underlying parties' positions.

2.5.2. Relationship Conflict

This is a kind of conflict that emanates from the interpersonal tension that exists between the employees of the concerned organization. These conflicts are concerned intrinsically with the persons. They do not concern the project or assignment at hand. (Taher, 2015). Relationship conflicts occur when there are interpersonal incompatibilities among group members. Conflicts like personality clashes, tension, animosity and annoyance (Jehn, 1995; Dirks and Parks, 2003).

This type of conflict often includes personality differences as well as differences of opinion and preferences regarding non-task issues (e.g. religion, politics, and fashion). In other words, it comes from differences in personality, style, matters of taste, and even conflict styles. It deals mostly with group dynamics and is a cause of animosity and personal disputes. It is a kind of relationship that can occur in between different sets of people in settings like parent/child, friendship, romantic relationships. These conflicts arise from differences in personality, style, matters of taste and even conflict styles.

2.5.3. Value conflict

It comes from fundamental differences in identities and values, which can include differences in politics, religion, ethics, norms, and other deeply held beliefs. People can live together in harmony with different value systems. Values are beliefs that people use to give meaning to their lives. Values explain what is good, bad, right, wrong, just or unjust. Value conflicts arise only when people attempt to force one set of values on others or lay claim to exclusive value systems that do not allow for divergent beliefs.

2.6. Conflict Management Style

There has been much research done on different types of conflict management styles, which are communication strategies that attempt to avoid, address, or resolve a conflict. Though conflict is a normal and natural part of any workplace, it can lead to absenteeism, lost productivity and mental health issues and at the same time it can be a motivator that generates new ideas to increased flexibility and a better understanding of working relationships (Barbara, 2017).

She asserts it needs to be effectively managed in order to contribute to the success of organizations. Within this framework are five management approaches: they are avoiding, accommodating, compromising, collaborating and competing. Moreover: conflict management is another way of controlling way conflict before or during and after it has occurred. Conflict management style refers to the various manners in which individuals, especially leadership, handle conflicts within relationship. The five strategies for managing conflict was discussed are competing, avoiding, accommodating, compromising and collaborating.

2.6.1. Avoidance

This refers to a situation where a group of alleging injustice or discrimination is literally ignored or denied recognition by those being accused and those who have the capacity for helping to redress the injustice done to the group. In addition, this type of conflict management strategy is used where there is an existence of avoidance such that the avoiders ignore the conflict. It is a conscious effort to delay with hope that issues(s) would be resolved over time. It has been observed that some with power to pull the dispute will not want to adopt this strategy, but someone with low esteem and no capacity will avoid problems hoping that someday he/she was capable enough. If you have a conflict with a co-worker about their ethics of using face time on the job” (Barbara, 2017, Almost 2006).

2.6.2. Accommodation

This kind of conflict management requires that the parties involved accept the views of one another. Both or one is ready to give the other party/side what is needed. For instance, in a business environment where employees are required to dress formal throughout the working days of the week there needs to bind on the law. An employee can approach the organization to allow

the wearing of casuals on Fridays. This can cause conflicts between the company and the employee because that may be a core organizational principle. But the company can apply an accommodation strategy by allowing the employees to wear casuals on Fridays. “You can use accommodating when you really don’t care a lot about the outcome but do want to preserve or build the relationship.” (Barbara, 2017; Almost 2006).

2.6.3. Compromising

This style aims to find an expedient, mutually acceptable solution that partially satisfies both parties in the conflict while maintaining some assertiveness and cooperativeness. This management strategy is such that parties have almost the same if not equal capacity to pull issues further that will result in conflict. But both decided to give in by accepting and agreeing to see how resolution can be established. Most businesses would embrace this strategy to resolve a dispute when parties observe that there is a risk at the end, as any of them could lose something of value in matters that caused the conflict. Contract negotiation, customer service, and big investors are aspects you will see businesses compromising their standard to work with the other party (Rahim 1983; Almost 2006)).

2.6.4. Collaborating

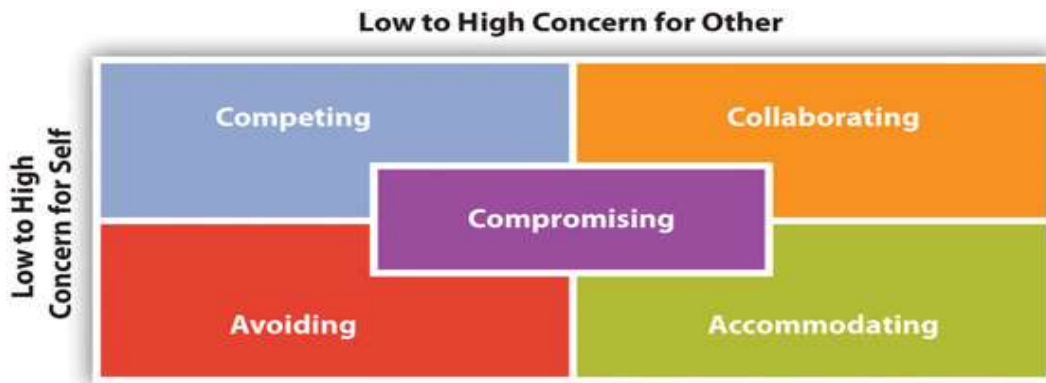
In conflict resolution and management, sometimes because of the differences in ideology and knowledge that usually cause a rift in business, parties integrate ideas to find a common ground of acceptance for everyone involved. Companies can always consult with employees to formulate policies and work collaboratively during the decision process on some specific issues in the organization (Rahim 1983; Almost 2006)).

2.6.5. Competing

This style indicates a high concern for self and a low concern for other (Rahim 1983). It comes to be present when there is competition to win the conflict, potentially at the expense or loss of the other person. The competing styles include the use of power, which can be no coercive or coercive (Sillars, 1980). The competing style of conflict resolution is defined by one party pushing ahead with his or her own mission and goals with no concern for the other party in the conflict (Rahim 1983). This is the “win-lose” approach. The conflicting parties act in a very

assertive way to achieve their goals, without seeking to cooperate with the other party, and it may be at the expense of the other party. This approach may be appropriate for emergencies when time is of the essence, or when they need quick, decisive action, and people are aware of and support the approach.

This type of conflict management strategy often involves individuals who are assertive and have the will power to fight till they achieve their goal and the other losing. For instance, a company might hold on to this competitive strategy by conflicting and holding on until they win on issues that will damage the organization reputation based on an employee trying to defraud the company. Competing has been linked to aggression, although the two are not always paired. If assertiveness does not work, there is a chance it could escalate to hostility. There is a pattern of verbal escalation: requests, demands, complaints, angry statements, threats, harassment, and verbal abuse (Rahim 1983) (Johnson & Roloff, 2000). Aggressive communication can become patterned, which can create a volatile and hostile environment. The competing style of conflict management is not the same thing as having a competitive personality (Rahim 1983). Competition may not be at the expense of the other person's goals.



Source: Adapted from M. Afzalur Rahim, “A Measure of Styles of Handling Interpersonal Conflict,” *Academy of Management Journal* 26, no 2 (1983): 36876

Figure 1. Measure of Styles of Handling Interpersonal Conflict

2.7. Conflicts management Theories

Conflict management refers to the containment of conflicts that has already broken out in the form of searching for solution that worked reduce the level of violence and presents its escalator (Dereje, 2010). The crux of conflict management is to eliminate the tendency of conflict to violence by encouraging positive behavioral among disputant parties' involved incapable goals (Fisher, 2004). Concerning conflicts management Zartman (2008) stated that conflict can be managed through strategy and through institution (Dereje, 2010). The conflict management process through strategies includes reconciliation, oscillation, adjudication, augmentation and the like. These and other strategies could have their own decision extent are handled to minimize incompatibility of goals among disputants (Zartman, 2008; Dereje, 2010).

2.7.1. The stages of conflict

Conflict stages are mostly categorized in to five types (Berhanu, 2010, Ayalew, 2000). Each of the categories is explained as follows:

2.7.1.1. Latent conflict

It is period before the happening of violence. There is hidden in compatibility of goals between the parties. Here; at this stage potential opposition exists when conditional factors such as in sufficient resources or divergent goals that determine conflict are perceived (Berhan, 2014). Besides, this phase explains when an already over loaded work force are assigned to do a new task or additional task, the direction of change as well as it could be triggered because of conceptual difference, reward discrepancies, disengagement with rules and policies, completion limited resources and position (power) struggles (Henning, 2003; Berhanu, 2014). At this stage the conflict is invisible for it may be suppressed but the potential for confrontation exist.

2.7.1.2. Perceived conflict

Perceive conflict is related to costive aspects of awareness about a given condition and the manner in which the participants. Conflicts may, sometimes, arise even if no conditions of latent conflict exist. This is the stage when one party perceives the other to be likely to thwart or frustrate his or her goals. The case, in which conflict is perceived when no latent conflict arises,

is said to result from the parties misunderstanding each other's true position. Such conflict can be resolved by improving communication between the groups (Almost 2006).

2.7.1.3. Felt Conflict

Felt conflict is the stage when the conflict is not only perceived but actually felt and cognized. For example, A may be aware that he is in serious argument with B over some policy. But this may not make A tense or anxious and it may have no effect, whatsoever, on A's affection towards B. The personalization of conflict is the mechanism which causes many people to be concerned with dysfunctions of conflict. In other words, it makes them feel the conflict. There are two reasons for the personalization of the conflict: (i) the inconsistent demands on efficient organization and individual growth which is caused within the individual. Anxieties may also result from crisis or from extra-organizational pressures. Individuals need to vent these anxieties in order to maintain internal equilibrium. (ii) Conflict becomes personalized when the whole personality of the individual is involved in the relationship. Hostile feelings are most common in the intimate relations that characterize various institutions and residential colleges (Almost 2006).

2.7.1.4. Manifest Conflict

Manifest conflict is the stage when the two parties engage in behaviours which evoke responses from each other. The most obvious of these responses are open aggression, apathy, sabotage, withdrawal and perfect obedience to rules. Except for prison riots, political revolutions and extreme labour unrest, violence as a form of manifest conflict is rare. The motives towards violence may remain but they tend to be expressed in less violent forms. Conflict behaviors vary from the subtle, indirect and highly controlled forms of interface to direct, aggressive, violent and uncontrolled struggle. At the organizational level strikes or lock-outs are the result (Almost 2006).

2.7.1.5. Conflict Aftermath

The aftermath of a conflict may have positive or negative repercussions for the organization depending upon how the conflict is resolved (Almost 2006). If the conflict is genuinely resolved to the satisfaction of all participants, the basis for a more co-operative relationship may be laid; or the participants in their drive for a more ordered relationship may focus on latent conflicts not

previously perceived and dealt with. On the other hand, if the conflict is merely suppressed but not resolved, the latent conditions of conflict may be aggravated and explode in a more serious form until they are rectified (Almost 2006). This conflict episode is called 'conflict aftermath'. In general the conflict finally results in an outcome which may functional or dysfunctional .IF handled well, the result is functional conflict. If mishandled, the consequences are dysfunctional conflict.

2.7.2. Outcomes of conflict

Outcomes of conflict can be classified in to two groups they are functional and dysfunctional ones. One of the most common outcomes of conflict is that it upsets parties in the short run (Bergman & Volekema, 1989), conflict is when there is room form of fiction, disagreement or discord within group. Nonetheless, conflict can have both positive and negative outcomes. The positive side, conflict can result in greater creativity or beet decisions. It includes consideration of a broader range of idea, resulting in a better, stronger idea, surfacing of assumptions that may be inaccurate, increased participation of creativity, clarification of individual view that build learning. Or it is constructive. When the result of conflict is positive, it is constructive.

Constructive Conflict affirms differences and sees their potential for enriching outcomes, and participatory or it is win- win, that could create curiosity, genuineness, two way process trying to achieve mutually acceptable outcomes, broad vision, open to change, focus on the issues, rational, based on clear guidelines or ground rules/process with high level of personal responsibility for process: Balance between giving and taking.

Most scholar promote Constructive conflict because it helps the eyes of working people to new view, opinions and ways of doing things it is brings increased group performance, improved quality of decisions, creativity and innovation.

The Dysfunctional outcomes of conflict another side of conflict result. It is about development of discontents, reduced group effectiveness, retarded communication, reduced group cohesiveness, infighting among overcomes group goals. It included increased stress and anxiety among individuals, which decreases productivity and satisfaction, feelings of being defeated and degraded, which lowers individuals' morals and may increase turnover, a climate of mistrust, which hinders the teamwork and cooperation necessary to get work done. It uses differences as

divisions dichotomous: wrong or right, bad or good, weak or strong. Besides, it is competitive where it is win or lose. It is powerful or powerless, focused on self-interest and scary.

Moreover, it is one way process trying to win preferred outcomes, narrow vision, resistant to change, personality's issues, irrational and out of control with little or no personal responsibility for process, winner takes all.

2.8. Organizational Conflict

Organizational conflict refers to the condition of misunderstanding or disagreement that are caused by the perceived or actual opposition in the needs, interests and values among people who work together (Taher, 2015). He adds that organizational conflict may further termed as work place conflict. According to Sirra (2002) work place conflicts are outcomes of human interaction that start with declaration of a member of an organization that his or her values, attitudes or goals are not compatible with the attitude, values or goals that have been set by the organization and needs to be followed by the members of the organization working in the same group, between groups of members in a given organization or with a person who is working member of an organization.

Organizational conflict are caused by numerous variety of factors like the lack of clarity in the responsibility of the team members, scarcity of needed resources, disagreements of members on the fields of interest, disruption of communication, lack of accountability in the interpersonal relationship that is shared by the members of the organization (Marrion and Gonzalez, 2013). For Bhat (et al, 2013 cited in Taher, 2015) the misunderstanding on the part of the employees can lead to conflicts within organization. Organizational conflict arises when the goals, interests or values of different individuals or groups are incompatible and those individuals or groups block or thwart one another's attempts to achieve their objective. There are many forms of conflict that takes place in the organizations. The subtle forms of the conflicts refer to jealousies, rivalries, personality clashes struggles for the favor and power and role of divisions. The individuals' employees may respond differently to the various demanding situations that arise in the process of working.

2.8.1. Conflict of Process

Conflict of process starts arises among the members of the same team. These conflicts arise from the differences in the opinions of groups regarding the ways in which the task should be completed.

2.9. Causes of Conflicts in Organizations

Causes of Conflicts' in organization are a common occurrence, resulting from the differences in employees' personalities and values. They are poor communication, difference in personalities, lack of resources to share equally, stress; sexual harassment .Conflicts could occur in work place or in organizations due to rationales like lack of clarity of responsibility, Interpersonal relationship, scarce resources and interest sources (Thaer, 2015). Conflict in work place can occur due to poor management, unfair treatment, unclear job roles, inadequate training, poor communication, and poor work environment, lack of equal opportunities, significant changes to organizational Charts, appraisal or pay systems. Over all there are many causes of conflicts in organizations.

2.9.1. Expectations of the managerial staff

They are one of the causes of work place conflicts. It is what management expects all employees to meet the targets that set by their superiors. The discrepancies in the understanding of the task at hand or inability on the part of the employee to achieve the set targets results in the conflicts that arise in the concerned work place. Employees could be expected to report to work as scheduled and seek approval from their supervisors in advance to the established work schedule, including the use of leave and late or early arrivals and departures, perform assigned duties and responsibilities with the highest degree of public trust, maintain the qualifications, certifications, licensure and training requirements and so on. On the other hand managers are expected to ensure a safe and respectful work environment, provide employees with ongoing feedback, and address performance and/or behavioral problems in a timely fashion.

2.9.2. Disruption in Communication

It is the major cause for work place conflict. Poor communication at work place can lead to unhappy clients and working environment and damages employees trust. Poor Communication is one of the main causes of conflict between employees in the workplace. These conflicts may be in need for some information from another colleague who does not reply in a proper manner or does not provide with the needed information (Halevy et al, 2014).

2.9.3. Misunderstanding

It is the third kind of common cause of arousal of conflict within an organization. Mist interpretations could cause conflict between members of a team in working together. IF not halt earlier could even lead to the creation of number of conflicts that may prove disturbing towards the overall growth of organization (Chen et al, 2012).

2.9.4. Conflicts of Interest

Conflict of interest is a common issue in the workplace. It occurs when an individual's personal interests (family, friendships, financial or social factors) could compromise his or her judgment, decisions, or actions in the workplace (Leo, 2020). In addition they are clash that most often occur between requirements and interests. Various types of conflict interest can occur because of the nature of relationships versus rules of organizations or federal and state laws. People can easily become biased and have an unfair preference because of small things like friendship, food or flattery or may be influenced to make a decision because of the potential to gain power, prestige, or money.

Conflicts can occur when an individual makes or influences a decision and does so for some personal gain that may be unfair, unethical or even illegal. It also occurs when a person has a role or position within an organization that requires them to make decisions in the best interest of the organization, but they also have a competing private or personal interest which may affect their judgment. The risk is that persons in such a situation will make decisions, sometimes unwittingly, in their own personal interest rather than the interest of the organization. This could be caused by three basic reasons. They are lack of training (persons who serve on committees and boards have lack of training in how to recognize and deal with conflict of interest situations),

Powerful personalities (the power that long standing committee members in organizations accumulate) and lack of policy (there is usually an absence or lack of policy within organizations on conflict of interest (Leo, 2020).

In the earlier part of the study the common theories of conflict are shown and in this part organizational conflicts are seen from two dimensions. On the basis of direction the types of conflict in organizations are vertical, horizontal and line (Staff) conflict while on the basis of level, the types of conflict in organizations are individual, group and organizational.

Vertical conflict is arise between superior and subordinates in the organizations hierarchy of authority. It could be between manager and deputy on issues like task goals, deadlines and performance reports. Horizontal conflict arises between persons or groups operating at the same level in the hierarchy. Most of the time this conflicts occurs for rationales like goal compatibility, resources scarcity or due to interpersonal factors and reasons. And the Line and staff conflict happens between line and staff representatives when they disagree over different issues in their working relationships. As said above conflict occurs between on the basis of levels .They are conflict at the intra-individual and inter conflict level. The conflicts at intra- organizational comprise of all intra individual, inter individual, intra group and intergroup conflicts because they all are the parts of the same organization. The other is interpersonal conflicts that occur in the companies (Mikkelsen & Clegg, 2017).

2.9.5. Intrapersonal conflicts

Intrapersonal conflicts occur at work places, every employee experiences conflict within himself and herself. Intrapersonal Conflict, which occurs within an individual, often involves some form of goal conflict or cognitive conflict. Goal conflict exists for individuals when their behaviour will result in outcomes that are mutually exclusive or have compatible elements (both positive and negative outcomes) (Cannary & Messaman, 2000). A person may have conflicting goals that he may lack the required ability for a particular job. The blocks, prevention from promotion towards the next level, new rules and regulations can create a person frustrations, tensions and anxiety. (Cannary & Messaman, 2000).

2.9.6. Interpersonal conflicts

Interpersonal conflicts are the other kind of organizational conflicts that the members of a given organization may not always mix well each other. It refers to any type of conflict involving two or more people as well as it occurs in interactions where there are real perceived in compatible goals, scarce resources or opposing viewpoints. Interpersonal conflict may be expressed verbally or nonverbally along a continuum ranging from a nearly imperceptible cold shoulder to a very obvious blowout (Cannary & Messaman, 2000). In this case most employees are concerned about their position, status, power etc. within organization and resent any encroachment of them. These people compete for recognition, approval and promotion. It occurs because of personality differences, psychological problem, perceptions, clashes of values and interests, power and status differences, scarce resources.

2.9.7. Intragroup conflict

Intragroup conflict (or infighting) refers to conflict between two or more members of the same group or team. In recent years, intragroup conflict has received a large amount of attention in conflict and group dynamics (Johnson et al., 2006). As for relationship conflict, most of the studies support the idea that this type of conflict will have a negative effect in teams' outcomes (e.g., De Dreu & Van Vianen, 2001; Jehn, 1995). According to Pelled (1996) relationship conflict is detrimental to the team due to three reasons: 1) because this type of conflict is associated with emotions of anxiety, it will difficult information processing and reduce members' ability to understand information and listen to other members' opinions; 2) since hostility characterizes relationship conflict, individuals was more resistant to the task-related ideas expressed by the others; and 3) relationship conflict will consume a lot of the members' time and energy, hence, it was harder for the team to move forward. The effects of conflict in work teams are viewed as a result of the interaction between conflict situations and a set of context variables" (Dimas & Lourenço, 2011).

Diversity is defined as differences people perceive that separate themselves from others (Perry-Smith & Shalley, 2003). Such differences can be visible or invisible; e.g. race, gender, values, and work experience.

2.9.8. Intergroup conflict

Intergroup conflict is acceptability humanity's stickiest, longest standing problems (Cohen & Insko, 2008). The many faces of intergroup conflicts are stereotypes, prejudice and discrimination that plague everyday life. In work place conflicts between groups, perceptual distortion, ultimate attribution error, enemy imagery, autistic hostility aggravated by self-segregation, and spiraling typical competition over scarce resources often cause social identities such as us and them or good or evil. In addition, as it occurs, there should be ways to solve it properly. It occurs between collections of peoples such as departmental or levels of decision making in the same organization, and union and management. Competition for resources is common source of intergroup conflict and societies have developed numerous regulatory mechanisms like mediation or bargaining for dealing with intergroup conflict in less disruptive ways (Fisher, 1990).

2.9.9. Intra-organizational conflict

Conflicts in organization are of two kinds. They are both intra-organizational and inter-organizational. The intra organizational consists of Horizontal conflicts, vertical conflict, and line and staff conflicts. The intra organizational conflicts occur within the organization itself. For example the managers of a given organization need more production, subordinates want more considerations, customers want faster deliveries, peers request schedule delay. Consultants suggest change, subordinates resist change.

2.10. Empirical Studies

There are different studies currently in Ethiopia conducted since there are different kinds of incompatibility. In the same manner there are studies conducted on conflict by school of peace and security, conflict resolution federalism but as these thesis proposal is mainly concerned organizational management in Sport Federation, it emphasizes to see sport organizations or organizations management studies as a basis.

Shimelash Zewdie (2016) studied about conflict management practices in Government secondary and preparatory schools in Yeka sub city Addis Ababa with the main purpose of examining the nature of conflict and conflict management practices at organizational level of analysis. His

finding indicated that the moderate level of intergroup conflict type needs to be kept to remain at the same level, whereas the low level of intragroup conflict was suggested to transform to moderate level. The use of high level of integrating style conflict management to be encouraged and to compromise style confirmed by the study seems to be improved to a high level.

Berhanu Tuji (2014) has conducted study on conflict management styles of teachers, students and principals' perception taking the case of Kolfe Keraniyo sub city government secondary schools of Addis Ababa. The recommendation he made are formation healthy social institutions, services and relations which are essential in creating a stable society and different options of conflict resolution are applied.

Maru Bazezew (2016) conducted study on saint Mary university's conflict management practices and the result found was that the dominant type of conflict that prevail at the university is Job related conflict and the main source of work related conflict as there is shortage of resources. The major conflict management style used by the university is compromising and the frequently used alternative conflict management system using disciplinary committee. The committee of the top management in resolving or managing workplace conflict is average or moderate.

Jemal Aden (2019) studied about the practices and challenges of conflict management in government secondary schools in Arada Subcity in Addis Ababa. The common violation of school rules and workplace ethics, workloads and unfair period allocation and distribution, employee benefit-related matters, and unreasonable absence from workplace were the major causes of conflicts in the schools under study. It also concludes that the practices of conflict management in the schools were bound with several challenges. Hence, lack of trained conflict settlers, absence of suitable conflict resolution guideline and lack of commitment to resolve conflicts were challenges to the practices of conflict resolution.

Moreover, interpersonal, intergroup and intra-group conflicts were common types of conflicts arisen in the schools. When the conflicting situation was found to be discipline related case, the strategy used to resolve the conflict was by applying the provisions stipulated in the school administration and discipline guideline. The study also recommends that conflict management strategies used in schools should include building on leadership skills and having useful mechanisms in place to deal with conflicts (Ibid). It is also very crucial for school administrators

focusing on resolving conflicts before escalating and result in negative outcomes on the schools environment.

Further related with sport management Hailu Tegegn Tesfahun (2020) studied the current status of organizational structure and management of the Ethiopian Football Federation and the major finding of the study indicated improper organizational structure, constraints of human, financial and material resources, and the Federation does not have stadia's which got recognition from concerned body. So that, the proper and updated organizational structure should be implemented, an appropriate selection, assigning of employees and volunteers should be applied and the number, and quality of stadiums up graded.

Taddesse Gebremeskel et al. (2019) assessed organizational structure and management challenges of Athletics clubs in Ethiopia from policy perspective. The result of the analysis discloses that the athletics clubs have undetermined organizational structure and club strategy, environment, resource, decision making and line of communication (related management challenges). Managers need to design an organizational structure based on the club strategy, environment, resource, decision making and line of communication which would be implemented in the coming future (Ibid). In this modern life research informs, the gap to be filled, new theories, principles, and proper systems of management. One of the implications of this study is informing policy makers to adjust their club structure by considering the club management challenges which may appear in the coming future to put the structure in to practice.

The literature gap is clear that the Ethiopian Athletics Federation has not been assessed for its effort of Conflict management and resolution as organization recently. The above studies indicated that they have been done up on different organizations and have not yet raised point of discussion related with Ethiopian Athletics Federation in detail as this paper discusses as well as covers with the related research questions presented in the first chapter of the study.

2.11. Conceptual Frame work

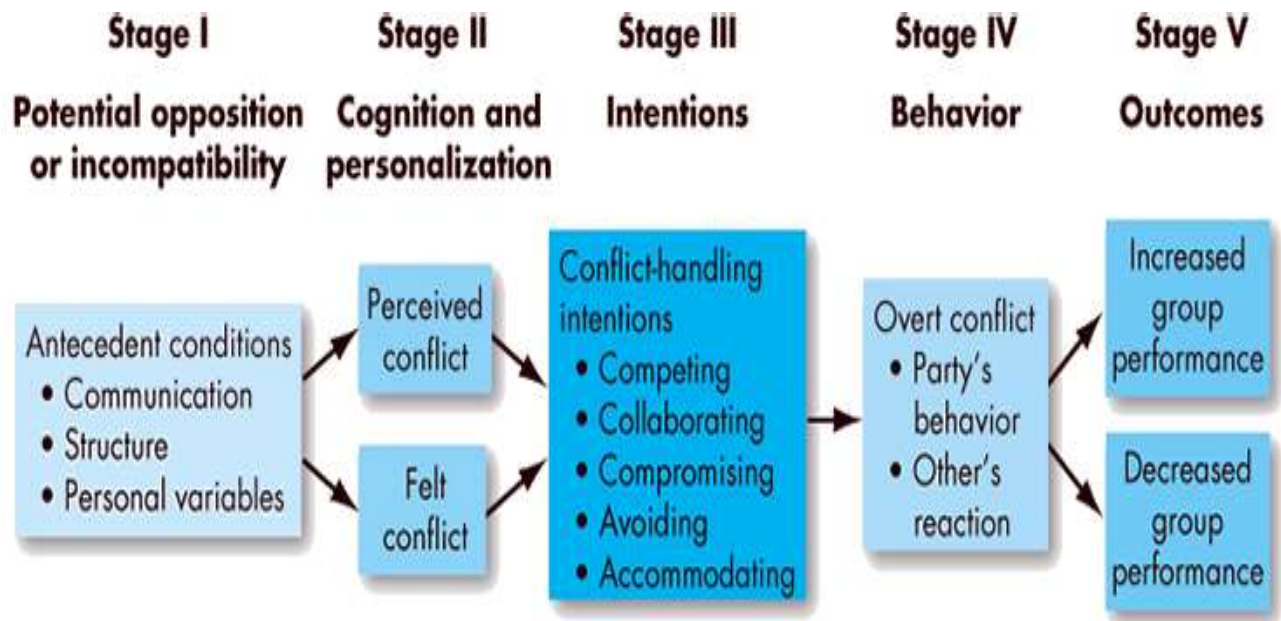


Figure 2. Conceptual Frame work

The Conceptual Model of the Antecedents and Consequences of Conflict (Almost, 2006, page 446).

CHAPTER THREE

3. The Research Design and Methodology

The purpose of this chapter is to give insights on the general ideas about the research design and methodology on which the study is based. The chapter consists of the research design, methods of data collection, sampling techniques, data analysis, ensuring the trustworthiness of collected data and triangulation. The analysis is due emphasis for keeping the analytical construct and procedure

3.1. Research Design

The research design employed in this study is Cross sectional survey design which incorporates both quantitative and qualitative survey method. The rationale behind the choice of this approach was the short duration of the study which helps the collection of data to take place at one point in a time. For the purpose of collecting the necessary data and information the researcher recruited one data collector assistant. This research adopted a Descriptive research type because it enables to answer the basic questions specified in the problem statement. Descriptive research can be defined as describing some particular situation, some phenomena or something. Descriptive researches are those which define the current situation instead of inferring and making judgments (Creswell, 2007). Due to the nature of the research which is to be studied at one time, it's preferred to use a Cross sectional Descriptive data collection method.

3.2. Approach of the Study

Based on the type of data, it is possible to design the study in selecting whether quantitative, qualitative or mixed type research. This study explores and analyzes the conflict management and resolution of the Ethiopian Athletics Federation since 2018 to present. And the studies have used a cross-sectional data collection. To properly address the research problems, the study applied qualitative and quantitative research approach. According to Creswell (2003) research method is the choice of research approach based on the nature of the assessment or evaluation. Quirk (1979) stated that the design and methodology of research is determined by the purpose of

the study. Thus, the study employed both quantitative and qualitative research approach to properly address the research problem.

3.3. Method of Data Collection

The following sub sections of the research deals with different methods that were in use to gather the primary and secondary data needed for the study and the kind of methodological triangulation that guided the data collection. Since the situation, conflict management and resolution is more sensitive to deal with it, the circumstances were better understood through generating qualitative data. Therefore, as the objective of the study was to mainly examine conflict management and resolution in the Ethiopian Athletics Federation it involves various purposively chosen people to collect and analyze the data.

3.4. Sources of Data

Sources of data were two kinds. They were both primary and secondary sources. The primary sources of the data were key informants from the Federation. The study attempts to generate qualitative data from the informants such as members of the board (executives), office bearers, club coaches and leaders, and referees. The selections of these primary sources were reasonably done for the purpose of conducting the interpretation of the study.

To select these informants and avoided personal bias the researcher used criteria such as experiences, positions, and close relations with the Federation. After designing the research instruments (questionnaire and interview) the sample size of participants were identified. Then, pilot study to assure relevance of the questionnaires was taken the first step in data collection. After the pretest those ambiguous and difficult questions to answer were corrected and removed. Following to this, the researcher was undergo next, date and times of contact determined and questionnaires was distributed to the selected Executive members, employees, referees, clubs leaders and their coaches. The observation and interview session was followed with each group. After completed the data collection, processing the raw data or analysis was followed.

On the other hand secondary data was collected by employing the procedures of document analysis like bylaws, ethical regulation, meeting minutes and yearly reports of the Federation.

3.4.1. Primary and Secondary data collection Methods

To collect the primary and secondary data needed for the study the researcher uses various methods of data collection including interviews, questionnaires and document analysis. After thorough reading different reviewed literature such as Almost (Almost, 2006).

The researcher developed, self-made and adapts interview guide and questionnaires to this research from the area in reviewing the literature from Shimelis Zewdie (2016 and 2017). Then, pilot study was made and takes place to assure relevance of the questionnaires and interviews. After this unnecessary and difficult questions removed. Following to this, the researcher was undergo and distributed questionnaires to the selected respondents. The interview session was followed with Executive members, Referees, and Coaches. The researcher used Amharic version for Questionnaires and Interview guide which were translated by language experts from English to Amharic.

3.4.2. Interviews

Structured Interview guide was used and a face to face interview had been conducted for four interviewees, in average 61 minutes for each person in order to gain information about conflict management and resolution experiences by having direct contact with respondents. The need to conduct interviews to understand the phenomena in greater depth and to identify the specific dimensions underlying fit for the researcher sample. The key informants were managers, board (executive) members, employees, referees, club coaches and leaders. The main purpose of carrying out interview with officials at the Federation was to dig out and answer the question in what way the Federation is working towards the realization of the strategic plan of the Federation and generally to collect data on the objectives through structured interview guide line or check list.

3.4.3. Questionnaires

In order to implement the research, standardized and modified questionnaires were prepared to the Federation. The questionnaires were prepared and distributed to executive committee members (board members), staff members and employees, clubs leaders, coaches and referees. The questionnaires support to get information freely from individuals; it enables individuals to

express responses that they do not want to respond orally (Desta, 2017). In addition the open ended question attached in the questionnaire allows the participants to give extra and different views.

3.4.4. Secondary Data

In addition to the primary data collection method the researchers used data from secondary sources including published report, magazines, books, and articles written about or emphasis on conflict management and conflict resolution . The secondary data was collected: this type of data typically comes from other related studies done by other institutions or organizations. In this research, both published and unpublished materials like bylaws, ethical regulation, reports, policy documents, website, and other relevant sources from the Federation were used.

3.5. Sampling Design

In order to get appropriate respondents, the study used purposive sampling. This is due to the fact that in this sampling method the researcher selects a "typical group" of individuals who might represent the larger population (larger group) and then collects data on this group (Yeraswork, 2010). So the researcher identified the group, collection of individuals those are currently available in the National Federation championships. Moreover, this sampling method is sound since the difficulty of the study concept to get the proper people who can forward the proper information

3.6. Sample Size Determination

Determining an appropriate sample size was a very important issue in such a research because samples that are too large waste resources, while too small samples may lead to inaccurate. There are several approaches to determine the required sample size of the study population. For this study, size of sample was decided by using scientific statistical method. In Ethiopia there are 20 Federations, 8 Associations, 3 Committees; totally 31 National sports organizations was there.

Among which the Ethiopian Athletics Federation was selected through purposive sampling method, because it has conducted the vast sporting activities, popular in national and international arena, the most disputed area than the other Federation and due to the researcher's shortage of time, logistics and finance to study all.

Therefore, this Federation had 11 members of executive committee, 49 staff members and employees, 44 league (higher division) club leaders, 100 coaches, and 80 referees; the total populations were 284. Due to shortage of time and logistics of the researcher did not cover club Athletes, the sample size of this study was determined or calculated by using the following formula of sample size determination which were adopted from Yamane, (1967).

The formula given as:

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

Whereas: n = is the sample size, N = is the population size, and e = is the level of precision.

Therefore, the simplified formula to calculate the sample size used for this particular study was determined at 95% of confidence interval.

$$\frac{284}{1+284 (0.0025)} = 166$$

Therefore, $n = 166$ is the sample size of the people working in and with the Federation were for reliable results. Thus, the result of 166 participants view was analyzed, which is sufficient enough according to the sample size calculated above.

Calculated sample sizes, all randomly select were included in the study with their total number of households (i.e. 284). In order to select study households the calculated sample size (i.e.166) of the study sample was distributed to each included in the survey using probability proportionate to their size. Interviewees were selected purposive sampling who had closed to the Federation, experienced and experts in the area both from coaches and management.

3.7. Validity and reliability

The adapted and modified questionnaires were pilot-tested, and then the researchers have excluded some questions that cannot be answered and did not go along with the situation of Ethiopian Athletics Federation conflict management and resolution. The validity and reliability of the original questionnaires and scales were tested and used by Shemlash Zewdie (2016) who has got satisfactory result. Although this researcher did not measured and tested the validity and

reliability of the questionnaires and interview guide scale by using a confirmatory factor analysis statistical technique, the results of this study were similar with him and very satisfactory.

3.8. Data analysis

3.8.1. Quantitative Techniques of Data Analysis

The researcher basic information was gathered on conflict management and resolution performance of the Federation through questionnaires. Moreover, qualitative data information was obtained from focused conflict management survey and key informant interview. To analyze quantitative data descriptive statistics was coding, categorizing, giving meaning, and identifying the emerging results.

3.8.2. Descriptive Analysis

Descriptive statistics frequency and percentages analysis was used in this study. The conflict management survey data analysis was carried out with entered data in to computer, using Statistical Package for Social Science (SPSS) version 25. Software was used to analyze data in the form of numbers. It helps to calculate the means and standard deviations for each items. This study generate through qualitative and quantitative method. Therefore, qualitative and quantitative techniques were used to evaluate data.

Moreover, the collected data through conflict management and resolution survey and key informant interviews was analyzed using textual analysis. All the interviews which were taking by notes, transcriptions had made line by line on the same day to avoid missing. On average each transcribed documents had six pages. As the researcher initially fix and fit the statements pertaining to same concepts, but worded differently, so as to choose later which would best represent to the concept. To reduce the researcher bias not inserting own interpretation of what was said kept the language used by the respondents in nearly all the items.

3.9. Ethical consideration

To make the research process professional, ethical consideration were made. A supporting letter from the Addis Ababa University Sports Science Department was submitted to the Ethiopian Athletics Federation's in office the of Addis Ababa. The head of the office also expressed his

support for the study by giving permission to the office staff and employees to cooperate in the study. Copies of the letter was also presented for the club leaders, coaches and referees who was selected for the study.

The researcher told and agreed with the participants in the study, their name should not need to disclose. Initially, individuals who refused to participate in the study; finally included in the study through repeated contact and effort; Nevertheless, some individuals who agreed to take part in the study and began to fill the questionnaires disappeared, and others were replaced by those who refused by following the same sampling procedure.

Regarding the individuals who selected for the interview, all participants declined to participate in the record. However, they agreed by taking notes. Those who did not appeared and unwilling to participated were replaced. The researcher provided the participants with a secret code and conducted the study; That would be used in the name of a secret code and would be kept confidential only by the researcher.

In addition to this they were informed that their participation in the study was based on their consent. The research has not personalized any of the respondents' response during data presentations, analysis and interpretations. Furthermore, all the materials used for this research have been acknowledged.

CHAPTER FOUR

4. RESULT AND DISCUSSION

This chapter present data analysis, results, or the research findings, and based on the results. The chapter gives high emphasis on discussion on the findings and interpretation of the results. The data collected from the respondents are presented and analyzed in this chapter. This section of the study deals with the statistical analysis and interpretation of the result using SPSS version 25.

4.1 Demographic Information of Respondents

Table 4.1: Demographic Information of respondents

	Items	Count	Column N %
Responsibility	President	0	0.0%
	Vice President	0	0.0%
	Member of Executive committee	1	0.7%
	Secretary General/Director	1	0.7%
	Director	1	0.7%
	Worker/employee	25	17.9%
	Commissioner	0	0.0%
	Referee	22	15.7%
	Coach	51	36.4%
	Club/Team leader	39	27.1%
Gender	Male	122	87.1%
	Female	18	12.9%
Age	Below 20	0	0.0%
	20-25	0	0.0%
	26-30	3	2.1%
	31-35	14	10.0%
	36-40	24	17.1%
	41 and above	99	70.7%
Work Experience as	President	0	0.0%
	Vice President	1	0.7%
	Member of Executive committee	2	1.4%
	Secretary General/Director	1	0.7%
	Director	4	2.9%
	Worker	27	19.3%
	Commissioner	0	0.0%
	Referee	20	14.3%
	Coach	72	51.4%
	Club/Team leader	13	9.3%
Experience	Under 5 years	2	1.4%
	6-10 years	53	37.9%
	11-15 years	57	40.7%
	16-20 years	24	17.1%
	Over 21 years	4	2.9%
Educational background	Certificate	20	14.3%
	Diploma	47	33.6%
	Bachelors	51	36.4%
	Masters	20	14.3%
	PhD	2	1.4%

Source: Sample survey, 2021

According to Table 4.1, the demographic data for gender shows that out of the 140 respondents, 1(0.7%) member of Executive committee, 51(36.4%) were coaches, 22(15.7%) were referees,

25(17.9%) were workers, 1(0.7%) were director and there was 1(0.7%) Secretary General. This implies the higher number of respondents were coaches. Out of 140 respondents there were 122 males and 18 females. Accordingly, the male respondents formed majority of the target population with a percentage of 87.1 %, while female respondents were representing 12.9 %. This implies that the higher numbers of the respondents were males which indicate there is gender proper mainstreaming in the organization.

With regard to the age distribution of the respondents as indicated under table 4.1, 3(2.1%) of the respondents were between 26-30 years old, 14(10%) were between 31-35 years old, 24(17.1%) were between 36-40 years old, 99(70.7%) were 41 years old and above. Thus, the majority of the respondents were above 41 years old, which shows that the Federation have been working with a larger proportion of mature and older employees and stakeholders which generates stronger detrimental effects.

Among the respondents 27(19.3%) of the respondents have experienced as worker, 20(14.3%) as referees, 4(2.9%) as member of executive committee, 1(0.7%) as vice president, 1(0.7%) as Secretary General, 72(52.4) as coach and the remaining 13(9.3%) were club/team leader. Thus, the majority of the respondents have experienced as coach. Hence, from the above data, could be concluded that respondents were mature enough to give reliable information concerning the desired response.

In terms of level of education under item table 4.1 indicates that respondent's educational qualification starting from certificate to PhD. Higher number of the respondent have bachelor's degree which accounted 51(36.4%); 47(33.6%) of the respondents have Diploma, 20(14.3%) have certificate, the rest 20 (14.3%) and 2(1.4%) of the respondents were graduated in master's degree and PhD respectively.

As table 4.1 indicate, 2(1.4%) of the respondents have an experience of under 5 years, 53(37.9%) have an experience of 6-10 years, 57(40.7%) have an experience of 11-15 years; the remaining 24 (17.1%) and 4(2.9%) have an experience of 16-20 years and above 20 years respectively. This implies the majority of the respondents have an experience of 11-15 years which is higher experienced.

4.2. Descriptive Statistics

In this part, various statistical data analysis tools such as means, standard deviations, frequency and percentages were used to analyze the collected data. The summary of descriptive statistics of all variables that are evaluated based on a 5-point Likert scale (“1” being “strongly disagreed” to “5” being “strongly agreed”). According to Zaidaton & Bagheri (2009) the overall mean (M) score between 4.21-5.00 is considered as the respondents strongly agreed (SA), if the respondents score between 3.41-4.2 means they agreed (A), the score between 2.61-3.40 is considered as the respondents are neutral (N), the respondents score between 1.81-2.60 shows that they disagreed (DA) and if the respondents score between 1-1.80 shows that they strongly disagreed (SDA). Thus, detail of the analysis is presented as follows:

4.2.1 Common Causes of Conflicts in Ethiopian Athletics Federation between Management and Staff, Referees, Clubs and Coaches

Table 4.2: Common Causes of Conflicts in Ethiopian Athletics Federation between Management and Staff, Referees, Clubs and Coaches

Items	SDA		DA		N		A		SA		M	S.D
	F	%	F	%	F	%	F	%	F	%	Mean	S.D
Superior- subordinate	0	0.0	2	1.4	2	1.4	51	36.4	85	60.7	4.56	0.602
Member of Executive committee and Federation management decision	0	0.0	0	0.0	79	56.4	37	26.4	24	17.1	3.61	0.765
Relationship conflict that emanates from access to benefit	0	0.0	0	0.0	61	43.6	30	21.4	49	35.0	3.91	0.885
Formal relations	0	0.0	0	0.0	6	4.3	68	48.6	66	47.1	4.43	0.577
Informal relations	0	0.0	0	0.0	83	59.3	37	26.4	20	14.3	3.55	0.733
Conflict on the goal and work of the Federation	0	0.0	4	2.9	2	1.4	63	45.0	71	50.7	4.44	0.670
Conflict on how works get done in the Federation	0	0.0	2	1.4	6	4.3	38	27.1	94	67.1	4.60	0.644
Client- Staff	4	2.9	4	2.9	63	45.0	59	42.1	10	7.1	3.48	0.791
Conflict of Interest	0	0.0	0	0.0	6	4.3	88	62.9	46	32.9	4.29	0.540
Rent seeking or clientilism and patron relation	0	0.0	2	1.4	6	4.3	71	50.7	61	43.6	4.36	0.637
Network of beneficiary groups to gain advantage	0	0.0	0	0.0	0	0.0	51	36.4	89	63.6	4.64	0.483
Competition for position	0	0.0	0	0.0	6	4.3	80	57.1	54	38.6	4.34	0.560
The dynamics in office position	0	0.0	0	0.0	85	60.7	42	30.0	13	9.3	3.49	0.662
Incompatible personality	0	0.0	0	0.0	8	5.7	50	35.7	82	58.6	4.53	0.605
Poor communication	0	0.0	6	4.3	2	1.4	42	30.0	90	64.3	4.54	0.733
Aggregate Mean=4.2												
Notes: SDA=Strongly disagree; DA=Disagree; N=Neutral; A=Agree; SA=Strongly Agree; M=Mean; S.D=Standard deviation												

Source: Sample survey, 2021

Table 4.2 deals with about the common causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches. Accordingly Item one shows, 2(1.4%) of the respondents disagreed on Superior- subordinate are a cause, 2(1.4%) were not sure, 51(36.4%) agreed, and the remaining 85 (60.7%) strongly agreed. The mean 4.56 indicates that overall respondents strongly agreed that Superior- subordinate are a common causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and

coaches. The standard deviation 0.602 was slightly higher which indicates there is dispersion between respondents' response.

Table 4.2 Item two shows, 79(56.4%) of the respondents not sure on member of Executive committee and Federation management decision are Common Causes of Conflicts in Ethiopian Athletics Federation Between management and Staff, Referees, Clubs And Coaches, 37(26.4%) agreed, and the remaining 24(17.1%) strongly agreed. The mean 3.61 indicates that overall respondents agreed on member of Executive committee and Federation management decision are Common Causes of Conflicts in Ethiopian Athletics Federation between management and Staff, Referees, Clubs and Coaches. The standard deviation 0.602 was slightly higher which indicates there is dispersion between respondents' response. Therefore, member of Executive committee and Federation management decision were common causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches.

As table 4.2 Item three shows, 61(43.6%) of the respondents not sure on relationship conflict that emanates from access to benefit that causes conflict, 30(21.4%) agreed, and the remaining 49(35.0%) strongly agreed. The mean 3.91 indicates that overall respondents agreed relationship conflict that emanates from access to benefit were common Causes of Conflicts in Ethiopian Athletics Federation Between management and staff, referees, clubs and coaches. The standard deviation 0.885 was slightly higher which indicates there is dispersion between respondents' response. Therefore, relationship conflict that emanates from access to benefit are among common causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches.

Based on table 4.2 Item four shows, 6(4.3%) of the respondents not sure on formal relations, 68(48.6%) agreed, and the remaining 66(47.1%) strongly agreed. The mean 4.43 indicates that overall respondents strongly agreed formal relations are common causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches. The standard deviation 0.577 was slightly higher which indicates there is dispersion between respondents' response. Therefore, based on the respondents response it can be inferred that it is common causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches.

As table 4.2 item five, six and seven respectively indicate the mean for informal relation is 3.55, the mean for Conflict on the goal and work of the Federation is 4.44 and the mean for Conflict on how works get done in the Federation is 4.6. This implies respondents agreed and strongly agreed respectively that these were common causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches.

Based on table 4.2 Item eight shows, 4(2.9%) of the respondents strongly disagreed on Client-Staff were a common causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches., 4(2.9%) were disagreed, 63(45%) not sure, 59(42.1%) agreed, and the remaining 10(7.1%) strongly agreed. The mean 3.48 indicates that overall respondents agreed Client- Staff is a common cause of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches. The standard deviation 0.79 was slightly higher which indicates there is dispersion between respondents' response. Therefore it can be deduce, Client- Staff were a common causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches..

As table 4.2 Item nine shows, 6(4.3%) of the respondents were not sure as conflict of Interest was a common causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches, 88(62.9%) agreed, and the remaining 46(32.9%) strongly agreed. The mean 4.29 indicates that overall respondents strongly agreed that conflict of Interest was a common cause of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches. The standard deviation 0.540 was slightly higher which indicates there is dispersion between respondents' response. Thus it can be inferred, Conflict of Interest was common causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches.

Based on table 4.2 Item ten shows, 2(1.4%) of the respondents disagreed on rent seeking or clientelism and patron relation was a common causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches, 6(4.3%) not sure, 71(50.7%) agreed, and the remaining 61(43.6%) strongly agreed. The mean 4.36 indicates that overall respondents strongly agreed rent seeking or clientelism and patron relation was common causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches. The standard deviation 0.637 was slightly higher which indicates there is

dispersion between respondents' response. Therefore, rent seeking or clientelism and patron relation was common causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches.

As table 4.2 Item eleven shows, 51(36.4%) of the respondents agreed on network of beneficiary groups to gain advantage causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches , and the remaining 89(63.6%) strongly agreed. The mean 4.64 indicates that overall respondents strongly agreed that network of beneficiary groups to gain advantage causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches. The standard deviation 0.483 was slightly higher which indicates there is dispersion between respondents' response. Therefore, network of beneficiary groups to gain advantage was a common causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches.

Based on table 4.2 Item twelve, 6(4.3%) of the respondents not sure as competition for position was a common causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches, 80(57.1%) agreed, and the remaining 54(38.6%) strongly agreed. The mean 4.34 indicates that overall respondents strongly agreed Competition for position was a common cause of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches. The standard deviation 0.560 was slightly higher which indicates there is dispersion between respondents' response. Therefore, it can be inferred competition for position was a common causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches.

As table 4.2 Item thirteen shows, 85(60.7%) of the respondents not sure on the dynamics in office position causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches, 42(30%) agreed, and the remaining 13(9.3%) strongly agreed. The mean 3.49 indicates that overall respondents agreed that dynamics in office position causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches. The standard deviation 0.662 was slightly higher which indicates there is dispersion between respondents' response. Therefore, the dynamics in office position was a common causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches.

As table 4.2 Item fourteen shows, 8(5.7%) of the respondents were not sure as incompatible personality causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches, 50(35.7%) agreed, and the remaining 82(58.6%) strongly agreed. The mean 4.53 indicates that overall respondents strongly agreed as incompatible personality causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches. The standard deviation 0.605 was slightly higher which indicates there is dispersion between respondents' response. Therefore, it can infer incompatible personality was a common cause of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches.

According table 4.2 Item fifteen shows, 6(4.3%) of the respondents disagreed as poor communication causes of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches, 2(1.4%) were not sure, 42(30%) agreed, and the remaining 90(64.3%) strongly agreed. The mean 4.54 indicates that overall respondents strongly agreed poor communication is a common cause of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches. The standard deviation 0.733 was slightly higher which indicates there is dispersion between respondents' response. Therefore, poor communication was a common cause of conflicts in Ethiopian Athletics Federation between management and staff, referees, clubs and coaches.

According to the interview responses obtained from the Federation the common cause for conflict in Ethiopian Athletics Federation management and staff, referees, clubs and coaches is decisions that come from Federation are the main causes of conflict (Informant-01, May, 2021 Addis Ababa). According to informant two (May,2021 Addis Ababa) there were problems mentioned in the Federation due to client- relations, conflict of interest while there is better communication in the organization.

The Open ended questionnaires response results obtained from the interviews with document analysis and observation complement one another with the result found from the closed questionnaires. To end this part of analysis, there are different causes of conflicts in the Ethiopian Athletics Federation between management and Staff, Referees, clubs and coaches. The responses indicated that the relation between the staff and management of the Federation are largely open to cause of conflict in between the staffs and referees, coaches and other clients. In

connection with this the conflicts occur could bring positive or negative results as Galtung (2008) asserts.

4.2.2 Potential sources of conflicts in Ethiopian Athletics Federation

Table 4.3: Potential sources of conflicts in Ethiopian Athletics Federation

Items	SDA		DA		N		A		SA		M	S.D
	F	%	F	%	F	%	F	%	F	%	Mean	S. D
Trespassing line of communication	0	0.0	0	0.0	2	1.4	68	48.6	70	50.0	4.49	0.529
Non-participatory decision making	0	0.0	2	1.4	2	1.4	38	27.1	98	70.0	4.66	0.585
Non conducive working environment	0	0.0	0	0.0	46	32.9	78	55.7	16	11.4	3.79	0.632
False reports from leaders	0	0.0	10	7.1	27	19.3	89	63.6	14	10.0	3.76	0.726
Misinterpretation of rules and regulation	2	1.4	6	4.3	10	7.1	31	22.1	91	65.0	4.45	0.908
Black mailing and taking advantaged	0	0.0	8	5.7	24	17.1	48	34.3	60	42.9	4.14	0.902
Unequal treatment on rewards like training	2	1.4	0	0.0	6	4.3	22	15.7	110	78.6	4.70	0.686
Competition for resources like hotel renting	0	0.0	4	2.9	74	52.9	12	8.6	50	35.7	3.77	0.977
Poor Communication	0	0.0	2	1.4	12	8.6	49	35.0	77	55.0	4.44	0.712
Inefficiency of the Federation leadership competence	2	1.4	6	4.3	12	8.6	63	45.0	57	40.7	4.19	0.872
Aggregate Mean=4.24												
Notes: SDA=Strongly disagree; DA=Disagree; N=Neutral; A=Agree; SA=Strongly Agree; M=Mean; S.D=Standard deviation												

Table 4.3 was about the Potential sources of conflicts in Ethiopian Athletics Federation. Table 4.3 Item one shows, 2(1.4%) of the respondents not sure as trespassing line of communication was Potential sources of conflicts in Ethiopian Athletics Federation, 68(48.6%) agreed, and the remaining 70(50%) strongly agreed. The mean 4.49 indicates that overall respondents strongly agreed trespassing line of communication was Potential sources of conflicts in Ethiopian Athletics Federation. The standard deviation 0.529 was slightly higher which indicates there is dispersion between respondents' response. Therefore, trespassing line of communication was Potential sources of conflicts in Ethiopian Athletics Federation.

As table 4.3 Item two shows, 2(1.4%) of the respondents disagreed as non-participatory decision making was Potential sources of conflicts in Ethiopian Athletics Federation, 2(1.4%) were not

sure, 38(27.1%) agreed, and the remaining 98(70%) strongly agreed. The mean 4.66 indicates that overall respondents strongly agreed that non-participatory decision making was potential sources of conflicts in Ethiopian Athletics Federation. The standard deviation 0.585 was slightly higher which indicates there is dispersion between respondents' response. Therefore, non-participatory decision making is a medium potential source of conflicts in Ethiopian Athletics Federation.

According to table 4.3 Item three shows, 46(32.9%) of the respondents not sure as non-conducive working environment was a Potential sources of conflicts in Ethiopian Athletics Federation, 78(55.7%) agreed, and the remaining 16(11.4%) strongly agreed. The mean 3.79 indicates that overall respondents agreed that non conducive working environment is Potential sources of conflicts in Ethiopian Athletics Federation. The standard deviation 0.632 was slightly higher which indicates there is dispersion between respondents' response. Therefore, non-conducive working environment is Potential sources of conflicts in Ethiopian Athletics Federation.

Table 4.3 item four shows, 10(7.1%) of the respondents disagreed as false reports from leaders was a potential sources of conflicts in Ethiopian Athletics Federation, 27(19.3%) were not sure, 89(63.6%) agreed, and the remaining 14(10%) strongly agreed. The mean 3.76 indicates that overall respondents agreed that false reports from leaders were potential sources of conflicts in Ethiopian Athletics Federation. The standard deviation 0.726 was slightly higher which indicates there is dispersion between respondents' response. Therefore, false reports from leaders were potential sources of conflicts in Ethiopian Athletics Federation.

As table 4.3 Item five shows that, 2(1.4%) of the respondents strongly disagreed on misinterpretation of rules and regulation was a potential sources of conflicts in Ethiopian Athletics Federation, 6(4.3%) were disagreed, 10(7.1%) were not sure, 31(22.1%) agreed, and the remaining 91(65%) strongly agreed. The mean 4.45 indicates that overall respondents strongly agreed misinterpretation of rules and regulation was a potential source of conflicts in Ethiopian Athletics Federation. The standard deviation 0.908 was slightly higher which indicates there is dispersion between respondents' response. Therefore, misinterpretation of rules and regulation is a potential source of conflicts in Ethiopian Athletics Federation.

Table 4.3 item six shows that, 8(5.7%) of the respondents disagreed as black mailing and taking advantaged was a potential sources of conflicts in Ethiopian Athletics Federation, 24(17.1%) were not sure, 48(34.3%) agreed, and the remaining 60(42.9%) strongly agreed. The mean 4.14 indicates that overall respondents agreed that black mailing and taking advantaged potential sources of conflicts in Ethiopian Athletics Federation. The standard deviation 0.902 was slightly higher which indicates there is dispersion between respondents' response. Therefore, black mailing and taking advantaged is a potential source of conflicts in Ethiopian Athletics Federation.

As table 4.3 Item seven shows that, 2(1.4%) of the respondents strongly disagreed on unequal treatment on rewards like training was a potential sources of conflicts in Ethiopian Athletics Federation, 6(4.3%) were not sure, 22(15.7%) agreed, and the remaining 110(78.6%) strongly agreed. The mean 4.70 indicates that overall respondents strongly agreed unequal treatment on rewards like training was a potential source of conflicts in Ethiopian Athletics Federation. The standard deviation 0.686 was slightly higher which indicates there is dispersion between respondents' response. Therefore, unequal treatment on rewards like training is a potential source of conflicts in Ethiopian Athletics Federation.

Table 4.3 item eight shows that, 4(2.9%) of the respondents disagreed on Competition for resources like hotel renting was a potential sources of conflicts in Ethiopian Athletics Federation, 74(52.9%) were not sure, 12(8.6%) agreed, and the remaining 50(35.7%) strongly agreed. The mean 3.77 indicates that overall respondents agreed competition for resources like hotel renting was a potential source of conflicts in Ethiopian Athletics Federation. The standard deviation 0.977 was slightly higher which indicates there is dispersion between respondents' response. Therefore, Competition for resources like hotel renting is a potential source of conflicts in Ethiopian Athletics Federation.

According to table 4.3 item nine shows that, 2(1.4%) of the respondents disagreed as poor Communication was a potential sources of conflicts in Ethiopian Athletics Federation , 12(8.6%) were not sure, 49(35%) agreed, and the remaining 77(55%) strongly agreed. The mean 4.44 indicates that overall respondents strongly agreed that poor Communication was a potential source of conflicts in Ethiopian Athletics Federation. The standard deviation 0.712 was slightly

higher which indicates there is dispersion between respondents' response. Therefore, Poor Communication is a potential source of conflicts in Ethiopian Athletics Federation.

Based on table 4.3 item ten shows that, 2(1.4%) of the respondents strongly disagreed as in efficiency of the Federation leadership competence was a potential sources of conflicts in Ethiopian Athletics Federation, 6(4.3%) were disagreed, 12(8.6%) were not sure, 63(45%) agreed, and the remaining 57(40.7%) strongly agreed. The mean 4.19 indicates that overall respondents agreed in efficiency of the Federation leadership competence were potential sources of conflicts in Ethiopian Athletics Federation. The standard deviation 0.872 was slightly higher which indicates there is dispersion between respondents' response. Therefore, inefficiency of the Federation leadership competence is a potential source of conflicts in Ethiopian Athletics Federation.

The interviewee made indicated that poor communication in between the staffs and Federation members and recently the disagreements between the athletes and Federation and sometime it is even exposed on the media. Informant-01 (May, 2021 Addis Ababa) has intervened to ease tensions between some athletes and management of the Federation.

Regarding the summary of conflicts in the Ethiopian Athletics Federation Between Management and Staff, Referees, Clubs and Coaches the result was as follows: Relationship conflict that emanates from access to benefit (0.885), client-staff (0.791), Member of executive committee and Federation management decision (0.765), Poor communication(0.733) Superior-Subordinate (0.602), Informal relations (0.733), the dynamics in office position (0.662) and Rent seeking or clientilism and patron relation(0.637) are the major causes Common Causes of Conflicts in Ethiopian Athletics Federation between management and staff, Referees, Clubs and Coaches

The data obtained from open ended questionnaire stated that client- staff relation sometimes goes to dispute and in relation with access to benefits it is reported some of the staffs do have complains and especially poor communications between the Federation and the clubs or athletes sometime are not interesting. According to the information obtained from the interview the relation between Athletes and clubs needs to be examined because there are disputes that occur every time.

4.2.3. Conflict Resolution Practices in Ethiopian Athletics Federation

Table 4.4: Conflict Resolution Practices in the Ethiopian Athletics Federation

	Items	Frequency	(%)
What is your attitude towards conflict?	Positive	33	23.6%
	Negative	4	2.9%
	Both	93	66.4%
	Neutral	10	7.1%
How many times did you face conflict?	Only once	4	2.9%
	Two times	4	2.9%
	Three times	6	4.3%
	Four and More times	126	90.0%
Which one of these types of conflict is frequently occur in your Federation?	Interpersonal Conflict	70	50.0%
	Intergroup conflict	65	46.4%
	Intra group conflict	5	3.6%
Among the following which one is the most frequently employed method in the practices of conflict resolution?	Negotiation	57	40.7%
	Mediation	4	2.9%
	Conciliation	37	26.4%
	Arbitration	42	30.0%
Most conflict in the Federation are	Solved with in short time	14	10.0%
	Solved reasonably with in good span of time	43	30.7%
	Solved reasonably with in long time	75	53.6%
	Remained unsolved	8	5.7%
What are the possible consequences of most of the conflicts arise in the Federation?	Positive outcomes	70	50.0%
	Negative outcomes	14	10.0%
	A balance of those two effectives	56	40.0%
If your answer is “Negative outcomes” to the above question to what extent work place conflicts affect the Federation’s effectiveness?	Very High	0	0.0%
	High	10	18.2%
	Moderate	45	81.8%
	Low	0	0.0%
	very low	0	0.0%
What kinds of conflicts have been observed between management of Federation and board commission?	Giving favors to relatives and close friends	75	53.6%
	Abuse of power to employ a friend or a family	6	4.3%
	Self-dealing or acts by board members in their own interest rather than the interest of the Federation	51	36.4%
	Not in the above	8	5.7%
What kind of conflict of interest have you observed or found in the Federation?	Receiving gifts	15	10.7%
	Receiving or soliciting money	75	53.6%
	Receiving bribery	40	28.6%
	Reimbursements of loans	4	2.9%
	I have not seen	6	4.3%
What kinds of conflict business interest are perceived in the Federation?	Revealing to others confidential Price sensitive information	74	52.9%
	Employing relatives	27	19.3%
	Giving contracts to hotels illegally	12	8.6%
	Accessing sponsorship for giving contracts in return for camping	27	19.3%

Source: Sample survey, 2021

According to table 4.4, 33(23.6%) of the respondents have positive attitude towards conflict, 4(2.9%) have negative attitude for conflict, the majority of the respondents which is 93(66.4%) has both negative view for conflict and the remaining 10(7.1%) were not sure to which to categorize it. Interview made with staffs indicated they use conflicts occur in the Federation to build large working group and solve it easily. Thus, the employees of Ethiopian Athletics Federation have both negative and positive perspective of view for conflict. As Table 4.4 indicate 126(90%) of the respondents face conflicts 4 and more times, 6(4.3%) face conflicts 3 times, 4(2.9%) face two times and the remaining 4(2.9%) also face conflict 1 times. Therefore, it can be inferred there were many conflicts in Ethiopian Athletics Federation. The interview respondents told that they may have challenges due to different hampering issues like poor communication, late reporting, biases and conflict of interests.

Based on table 4.4, 70(50%) of the respondents believe the repetitive conflict in Ethiopian Athletics Federation were Interpersonal conflict, 65(46.4%) were intergroup conflict and the remaining 5(3.6%) were intra group conflict. Thus, the major conflict in Ethiopian Athletics Federation was Interpersonal conflicts. One of the most common causes of interpersonal conflicts is the distrust amongst the partners regarding money and finances. Interpersonal conflicts are struggles which usually arise from contrasting ethics, values, beliefs etc. Conflicts are characterized by defensive climate which gradually ignites the existing struggle between the people. However, differences in opinions must be discussed openly at an early stage to figure out the problem or even the solution to the confusion.

With regards to table 4.4, 57(40.7%) of the respondents believe negotiation is most frequently employed method in the practices of conflict resolution in Ethiopian Athletics Federation, 4(2.9%) be certain of that mediation is most frequently employed method in the practices of conflict resolution, 37(26.4%) think conciliation is used and the remaining 42(30%) of the respondents believe Arbitration was employed in Ethiopian Athletics Federation for conflict resolution. Thus, among various conflict resolution methods Ethiopian Athletics Federation employed negotiation approach of conflict resolution method. Participant of the Federation interview (informant 03) told they have developed to solve conflicts through communication and negotiation.

With respect to the time aspect of the conflict resolution takes, 8(5.7%) respondents responded remained unsolved, 14(10%) of the respondents responded as conflict in the Federation are solved with in short time, 43(30.7%) thought conflict in the Federation are solved reasonably with in good span of time, the majority respondent which accounted 75(53.6%) believe most conflict in the Federation are Solved reasonably with in long time. Thus, based on the respondents response it can be deduce conflicts in the Ethiopian athletics Federation are solved with long time which is unfavorable for the Federation performance.

Table 4.4 indicate 70(50%) of the respondents believe conflicts arise in the Federation consequences Positive outcomes, 14(10%) the respondents were thought conflicts arise in the Federation consequences negative outcomes , the remaining 56(40%) of the respondents think conflicts arise in the Federation consequences A balance of those both negative and Positive Outcomes. Thus according to the respondents it can be inferred the employees of Ethiopian Athletics Federation believe conflicts arise in the Federation consequences positive outcomes. Among of the respondents that think conflicts arise in the Federation consequences has negative outcomes 81.8% of them are sure at least it can affect the Federation's effectiveness moderately. It is demonstrated that the disputes are commonly occur for the best of the Federation goal and purpose (Informant, 04; May, 2021 Addis Ababa).

Regarding the kind of conflict that have been observed between management of Federation and board commission, 75(53.6%) of the respondents think the conflicts have been observed between management of Federation and board commission are due to giving favors to relatives and close friends, 51(36.4%) think the cause of conflict between management of Federation and board commission are Self-dealing or acts by board members in their own interest rather than the interest of the Federation, the remaining 6(4.3%) believe the cause of conflict between management of Federation and board commission are Self-dealing or acts by board members in their own interest rather than the interest of the Federation. Hence, it can be inferred that the major cause of conflict between management of Federation and board commission are favors to relatives and close friends. It has been seen before in some Olympic games that occurred and a weak results were scored.

Concerning kind of conflict of interest that have been observed or found in the Federation 75(53.6%) of the respondents were sure that their cause of conflict of interest is related to Receiving or soliciting money, 40(28.6%) were thought the cause were related with receiving bribery, 15(10.7%) think it is due to receiving other gifts. Therefore, it can be inferred that the major cause of conflict of interest in Ethiopian Athletics Federation is with receiving or soliciting money and followed by receiving bribery. To the most an interview informant 03 stated that the Federation has to solve the challenges which are heard from many of the staffs especially coaches.

According to table 4.4: 74(52.9%) of the respondents believe the kinds of conflict business interest are perceived in the Federation are Revealing to others confidential Price sensitive information, 27(19.3%) think employing relatives, 12(8.6%) think it were giving contracts to hotels illegally , the other 27(19.3%) thought it were accessing sponsorship for giving contracts in return for camping. Thus, the major the kinds of conflict business interest are perceived in the Federation were revealing to others confidential Price sensitive information.

4.2.4 Potential Sources Conflict of Interests between Managements and Clubs and their Representatives

Table 4.5: Potential Sources Conflict of Interests between Managements and Clubs and their Representatives

Items	SDA		DA		N		A		SA		M	S.D
	F	%	F	%	F	%	F	%	F	%	Mean	S. D
Recruitment of voluntaries	0	0.0	0	0.0	64	45.7	16	11.4	60	42.9	3.97	0.944
Assigning Athletes with friendly or money related assignment	0	0.0	0	0.0	2	1.4	21	15.0	117	83.6	4.82	0.420
Hiring an unqualified relatives or friends to take advantages	0	0.0	2	1.4	4	2.9	62	44.3	72	51.4	4.46	0.628
Managers failing to disclose that they are related to a job candidate	0	0.0	2	1.4	14	10.0	74	52.9	50	35.7	4.23	0.682
Posting negatively to social media about your company's weaknesses	0	0.0	4	2.9	10	7.1	124	88.6	2	1.4	3.89	0.434
Sharing confidential information about employer with a competitor	0	0.0	2	1.4	43	30.7	51	36.4	44	31.4	3.98	0.826
Dating or having a romantic relationship with a supervisor or subordinate	6	4.3	19	13.6	111	79.3	2	1.4	2	1.4	2.82	0.591
Doing business or work for a competitors	4	2.9	15	10.7	63	45.0	12	8.6	46	32.9	3.58	1.138
In efficiency of the Federation leadership competence	0	0.0	2	1.4	20	14.3	56	40.0	62	44.3	4.27	0.757
Biased decisions in selection of players	4	2.9	2	1.4	4	2.9	19	13.6	111	79.3	4.65	0.848
Aggregate Mean=4.067												
Notes: SDA=Strongly disagree; DA=Disagree; N=Neutral; A=Agree; SA=Strongly Agree; M=Mean; S.D=Standard deviation												

Source: Sample survey, 2021

Table 4.5 deals with about the Potential Sources Conflict of Interests between Managements and Clubs and their Representatives. Accordingly, Item one shows, 64(45.7%) of the respondents not sure as recruitment of voluntaries was a potential Sources Conflict of Interests between

Managements and Clubs and their Representatives, 16(11.4%) agreed, and the remaining 60(42.9%) strongly agreed. The mean 3.97 indicates that overall respondents agreed that recruitment of voluntaries was a potential Sources Conflict of Interests between managements and Clubs and their Representatives. The standard deviation 0.944 was slightly higher which indicates there is dispersion between respondents' response. Therefore, recruitment of voluntaries is a potential Sources Conflict of Interests between managements and Clubs and their Representatives.

As to table 4.5 Item two shows, 2(1.4%) of the respondents not sure as assigning athletes with friendly or money related assignment was a potential Sources Conflict of Interests between managements and Clubs and their Representatives, 21(15%) agreed, and the remaining 117(83.6%) strongly agreed. The mean 4.82 indicates that overall respondents strongly agreed assigning Athletes with friendly or money related assignment. The standard deviation 0.420 was slightly higher which indicates there is dispersion between respondents' response. Therefore, assigning Athletes with friendly or money related assignment is a potential Sources Conflict of Interests between managements and Clubs and their Representatives.

According to table 4.5 Item three, 2(1.4%) of the respondents disagreed on hiring an unqualified relatives or friends to take advantages, 4(2.9%) not sure, 62(44.3%) were agreed, and the remaining 72(51.4%) strongly agreed. The mean 4.46 indicates that overall respondents strongly agreed that hiring an unqualified relatives or friends to take advantages was a potential Sources Conflict of Interests between Managements and Clubs and their Representatives. The standard deviation 0.628 was slightly higher which indicates there is dispersion between respondents' response. Therefore, assigning Athletes with friendly or money related assignment is a potential Sources Conflict of Interests between managements and Clubs and their Representatives.

Based on table 4.5 Item four, 2(1.4%) of the respondents disagreed as managers failing to disclose that they are related to a job candidate was a potential Sources Conflict of Interests between Managements and Clubs and their Representatives, 14(10%) not sure, 74(52.9%) were agreed, and the remaining 50(35.7%) strongly agreed. The mean 4.23 indicates that overall respondents strongly agreed that managers' failing to disclose that they are related to a job candidate was a potential Sources Conflict of Interests between Managements and Clubs and their Representatives. The standard deviation 0.682 was slightly higher which indicates there is

dispersion between respondents' response. Therefore, managers' failing to disclose that they are related to a job candidate is a potential Sources Conflict of Interests between Managements and Clubs and their Representatives.

As table 4.5 Item five shows that, 4(2.9%) of the respondents disagreed as posting negatively to social media about your company's weaknesses was a potential Sources Conflict of Interests between Managements and Clubs and their Representatives, 10(7.1%) not sure, 124(88.6%) were agreed, and the remaining 2(1.4%) strongly agreed. The mean 3.89 indicates that overall respondents strongly agreed managers that failing to disclose that posting negatively to social media about your company's weaknesses was a potential Sources Conflict of Interests between managements and Clubs and their Representatives. The standard deviation 0.434 was slightly higher which indicates there is dispersion between respondents' response. Therefore, posting negatively to social media about your company's weaknesses is a potential Sources Conflict of Interests between Managements and Clubs and their Representatives.

According table 4.5 Item six, 2(1.4%) of the respondents disagreed as Sharing confidential information about employer with a competitor was a potential Sources Conflict of Interests between Managements and Clubs and their Representatives, 43(30.7%) not sure, 51(36.4%) were agreed, and the remaining 44(31.4%) strongly agreed. The mean 3.98 indicates that overall respondents strongly agreed that sharing confidential information about employer with a competitor was a potential Sources Conflict of Interests between Managements and Clubs and their Representatives. The standard deviation 0.826 was slightly higher which indicates there is dispersion between respondents' response. Therefore, sharing confidential information about employer with a competitor is a potential Sources conflict of Interests between managements and Clubs and their Representatives.

Based on table 4.5 item seven shows that, 6(4.3%) of the respondents strongly disagreed that dating or having a romantic relationship with a supervisor or subordinate was a potential Sources Conflict of Interests between managements and Clubs and their Representatives, 19(13.6%) were disagreed, 111(79.3%) were not sure, 2(1.4%) agreed, and the remaining 2(1.4%) strongly agreed. The mean 2.82 indicates that overall respondents not sure dating or having a romantic relationship with a supervisor or subordinate. The standard deviation 0.591 was slightly higher which indicates there is dispersion between respondents' response.

Table 4.5 item eight shows that, 4(2.9) of the respondents strongly disagreed on doing business or work for a competitor, 15(10.7%) were disagreed, 63(45%) were not sure, 12(8.6%) agreed, and the remaining 46(32.9%) strongly agreed. The mean 3.58 indicates that overall respondents agreed doing business or work for a competitor. The standard deviation 1.138 was slightly higher which indicates there is dispersion between respondents' response. Therefore, doing business or work for a competitor is a cause of conflict.

According table 4.5 item nine shows that, 2(1.4) of the respondents disagreed that inefficiency of the Federation leadership competence was a potential Sources Conflict of Interests between managements and Clubs and their Representatives, 20(14.3%) were not sure, 56(40%) agreed, and the remaining 62(44.3%) strongly agreed. The mean 4.27 indicates that overall respondents strongly agreed as inefficiency of the Federation leadership competence was a potential Sources Conflict of Interests between managements and Clubs and their Representatives. The standard deviation 0.757 was slightly higher which indicates there is dispersion between respondents' response. Thus, inefficiency of the Federation leadership competence is a potential Sources Conflict of Interests between managements and Clubs and their Representatives.

Table 4.5 item ten shows that, 4(2.9) of the respondents strongly disagreed as biased decisions in selection of players was a potential Sources Conflict of Interests between managements and Clubs and their Representatives, 2(1.4%) were disagreed, 4(2.9%) were not sure, 19(13.6%) agreed, and the remaining 111(79.3%) strongly agreed. The mean 4.65 indicates that overall respondents strongly agreed that biased decisions in selection of players were a potential Sources Conflict of Interests between managements and Clubs and their Representatives. The standard deviation 0.848 was slightly higher which indicates there is dispersion between respondents' response. Therefore, a biased decision in selection of players is a potential Sources Conflict of Interests between managements and Clubs and their Representatives.

According to open-ended questionnaires filled by the clubs and representatives the relation between athletes and their club with management of the Federation are dynamic that changes every time. To the most conflict interest has constrained the good relation. And most of the respondents asserted on the doing business with competitors and recently bias were removed in working strategically but some influential athletes and their representatives have paused

problem. For instance Kenenisa Bekele has warned the Federation while he has not fulfilled the standard the Federation set to select for Tokyo Olympic.

4.2.5 Conflict management strategies of Ethiopian Athletics Federation

Table 4.6. Conflict management strategies

Items	SDA		DA		N		A		SA		M	S.D
	F	%	F	%	F	%	F	%	F	%	Mean	S. D
Negotiation to statuesque of win- win or compromise	0	0.0	2	1.4	134	95.7	4	2.9	0	0.0	3.01	0.207
Win- lose Principle	0	0.0	2	1.4	4	2.9	83	59.3	51	36.4	4.31	0.599
Loos- Loos	0	0.0	2	1.4	136	97.1	2	1.4	0	0.0	3.00	0.170
Avoidance or Ignorance	2	1.4	2	1.4	132	94.3	0	0.0	4	2.9	3.01	0.432
Accommodation or high cooperation and low confrontation	0	0.0	0	0.0	134	95.7	6	4.3	0	0.0	3.04	0.203
Aggregate mean=3.274												
Notes: SDA=Strongly disagree; DA=Disagree; N=Neutral; A=Agree; SA=Strongly Agree; M=Mean; S.D=Standard deviation												

Source: Sample Survey, 2021

Table 4.6 deals about conflict management strategies of Ethiopian Athletics Federation. Out of 140 respondents 83(59.23%) of the respondents agreed Ethiopian Athletics Federation conflict management strategies in the way of Win- lose Principle which is favorable for one part the other party is hurting, 51(36.4%) of the respondents strongly agreed that Win- lose Principle were employed. The mean 4.31 which clearly indicate the overall respondents were agreed Ethiopian Athletics Federation employed win lose principle in managing conflicts. The standard deviation 0.599 was slightly higher which indicates there is dispersion between respondents' response. However, it is not effective way of managing conflicts because it favorable in one way and so leads to more conflict in the future. About other approaches of managing conflicts such as Negotiation to statuesque of win- win or compromise, Loos- Loos, Avoidance or Ignorance,

Accommodation or high cooperation and low confrontation since the mean of all are approach zero, the respondents were not as these approaches are implemented or employed yet in the Federation.

The data obtained from open– ended questionnaires indicated that most of conflicts are solved by the intervention of the Federation’s management and to the extent management gave focuses on it. As the researcher observed in the Federation, recently with the help of reform process the Federation has started to apply different ways of dispute resolution methods.

The data obtained from secondary sources indicated that the researcher tried to look at Conflict Management and Resolution Strategy Document in Ethiopian Athletics Federation.

The November, 2012 (2020) Amended bylaws of the Federation indicated that: Page 19 Article 28, paragraphs 1 to 5, sets out the conflict resolution as follows:

1. Disputes between athletes and athletic representatives (managers) shall be resolved in accordance with International Athletics Regulation No. 84;
2. Disputes between the Ethiopian Athletics Federation and the World Athletics Association shall be resolved in accordance with International Athletics Regulation No. 84;
3. Disputes between the Ethiopian Athletics Federation and other member states of the International Athletics Federation shall be resolved in accordance with International Athletics Regulation No. 84;
4. Disputes between the Ethiopian Athletics Federation, regional and city administration federations, clubs, referees, athletes, coaches, professionals and staff shall be resolved in accordance with the federation's various directives and international regulations;
5. All decisions shall be governed by the laws and regulations of the country.

As the researcher point of view Article 28 of the Federation's bylaws does not provide a detailed description of the conflict resolution process, other than a summary of the resolution of the conflict. The researcher have found that this paves the way for misinterpretation and the wrong way to go.

The researcher have also looked at the Federation's code of conduct. In the same page Article 29 under the Prohibited Act Verse 3 says, "Any form of misconduct is prohibited," and the article does not explain these practices.

The researcher had seen the code of conduct document of the Federation, which also does not state how to manage and resolve conflicts arising in the Federation. The researcher was also able to see the code of conduct document of the Federation's; this document does not provide a clear process for managing conflicts of interest between executives, employees and stakeholders.

However, researcher have seen a number of meeting minutes of deliberations in the Federation that when any kind of conflict is encountered, it is decided by the various sub-committees at all levels, and when appealed was there it directly resolved by the executive committee. Thus, in the questionnaires, interviews, document investigations, and observations, the researcher have confirmed that the triangulation showed the Federation does not have a clear conflict resolution strategy document and it needs a separate conflict and conflict of interest resolution strategy and policy document.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

With this chapter the summary of major findings, the conclusion from the findings and possible recommendations is made. The recommendations made could help to wards improvement of the Federation by identifying the challenges in conflict management and conflict resolutions in Ethiopian Athletics Federation Addis Ababa.

5.1. Summary of the findings

The main objective of this study was to examine the conflict management and resolution practice in Ethiopian Athletic Federation. The study answered the following interrelated questions:

1. What are the causes of conflicts in the Federation?
2. What are the efficacies of the strategies developed to avoid conflicts in Athletics championships?
3. What is the common types and causes of conflict of interest between managements and staff members and their representatives?
4. What strategies are designed to manage conflicts of interest in the Federation?

To provide possible answer to the above four questions, the student researcher has prepared questions both in questionnaires and purposively selected interviewees' in the Federation and clubs and their representatives staff and employees of the Federation were given. A total of one 166 questionnaires were distributed to the respondent and 152 were returned and 12 of the questionnaire responses were dropped due to incompletions. The returned questionnaires were analyzed in frequency and SD whereas the qualitative one was analyzed using narration of the respondents' idea in very short manners.

In summary of the common causes of the conflicts in Ethiopian Athletics Federation Between management and staff, referees, clubs and coaches are numerous and the examined once have high degree of presence in the Federation. Superior – subordinates (0.62), Management decision (0.765), Access to benefit (0.885), Formal relations (0.577), Informal relations (0.733), Conflict

of goal (0.670), Conflict on works of the Federation (0.644), Client–staff (0.791), Conflict of interest (0.54), Rent seeking (0.637), Network or beneficiary grouping (0.483), Competition for position (0.560), Dynamics in the office position (0.662), Incompatible personality (0.605) and Poor communication (0.733) are the result and the mean of the table is which 4.2 that indicates existence of problems that need to be solved. Thus it is expected to bring better environment to minimize the negative conflict that hinders operation of the Federation.

The potential sources of conflicts in Ethiopian Athletics Federation are examined and the result is shown as follows: Misinterpretation of rules and regulation (0.98), Black mailing and taking advantaged, Competition for resources like hotel renting (0.977), In efficiency of the Federation leadership competence (0.872), False reports from leaders (0.726), Poor Communication (0.712), Unequal treatment on rewards like training (0.686), Non conducive working environment (0.632), Non-participatory decision making (0.585), Trespassing line of communication (0.529) are in sequence with aggregate result of 4.24.

Regarding conflict resolution practices in the Ethiopian Athletics Federation the respondents answered that their attitude towards conflict is positive and negative and both positive and negative at the same time with the frequency of 23.6 %, 2.9 % and 66.4 % which indicates the respondents have experienced the changes that may occur after a dispute occurs. Besides the respondents have much practice of conflict experiences due to existence of different faces of conflicts in which more than four or more times. In addition the interpersonal conflicts (50.0%) and intergroup conflicts occur (46.4%) in the Federation largely which could bring the Federation to work towards better ways of solving conflicts. Moreover; the researchers observed the ways conflicts are solved in the Federation. The Federation applies different sets of rules and it applies negotiation (40.7%), conciliation (26.4%), Arbitration (30.0%) were exercised at the Federation towards conflict resolutions whereas the duration to solve the conflicts are reasonable in long time (53.6%), and solved reasonably with in a good span of time (30.7%) with positive outcomes (50.0%) than the negative outcome (10%) thus conflicts solved have got positive results. In examining the kind of conflict between management of the Federation and board commission is giving favors to relatives and close friends followed by self –dealing or acts by board members in their own interest rather than the interest of the Federation. The respondents

responded that conflict of interest occur in the Federation much in receiving or soliciting money (53.6%) in which many said it with no evidence.

Potential sources conflicts of interest between management and clubs and their representatives were also measured. The clubs pointed that recruitment of voluntaries; sharing confidential information about employer with a competitor and especially doing business or work for competitors are the major conflict causing rationales and biased decisions in selection of players is a big challenge. The Federation has also planted conflict management strategies in which win-lose principle is seen in which it is not for good to the Federation.

5.2. Conclusions

The following conclusions have been drawn from the results analysis related to the basic questions of the study. With regard to the causes of conflicts in Ethiopian Athletics Federation between management and Staff members, employees, referees, clubs and coaches; the major gaps are relationship conflicts that come from access to the benefits, informal relations, client – staff and rent seeking are the major causes of conflicts between the above groups. Therefore these gaps found to be the gap to be closed by the stakeholders. With regard to potential sources of conflicts in Ethiopian Athletics Federation are taking advantage, misinterpretation of rules and regulations, competition for resources like hotel renting are the basic gaps need to be closed. Wide gap was further identified in using the questionnaires and observations at the Federation. Therefore this needs to be solved by strong development plans and strategies and policy of conflict of interest.

Concerning about conflict resolution practices in the Federation the respondents has shown they have both the positive and negative attitude towards conflicts. And most of them face conflict more than four or more times. In addition interpersonal conflicts are the major kind of conflict in the Federation and the examination has found the gaps. Thus it needs to close the gaps. On the other hand the most frequently employed method in practices of conflict resolution are Negotiation and arbitration. Thus the Federation needs to apply mediation which is less responded by the respondents. On the other hand the Federation solved reasonable with in long time but there needs to make solutions to the gap observed because conflict unsolved creates limitations on the operation of the Federation and achievement of the Federation's goals and objectives. On the other hand the possible consequences of conflicts emerge to bring moderate solutions hence it is for good to operate towards practice of conflict resolution in the Federation. And to the most the conflicts between management and board commissions occur into two most cases. They are giving favors to relatives and close friends and self-dealing or acts by board members in their own interest of the Federation.

Regarding the potential causes of interests between managements and clubs and their representatives the most visible problems are recruitment of voluntaries, doing business or work for a competitors and biased decisions in selection of players and sharing confidential

information about employer with competitors are the major once. There shows gaps to be improved highly.

With the relation to conflict management strategies of Ethiopian Athletics Federation there are many. To the most the practice of conflict management strategies applied are preventive and to the most win-lose are seen thus to move such conflicts minimized the avoidance or ignorance are needed to be considered in future. The conflict management strategies seen have got gaps to be improved by strengthening the gaps. They have to be accommodation or high cooperation and low confrontation and need to develop negotiation or win-win /compromise.

5.3. Recommendations

The Federation board /executive/ members and their management have to give due attention for the implementation of conflict management and resolution in the organization. Therefore, this study focused on conflict management and resolution in Ethiopian Athletics Federation in order to identify the major causes of conflicts in the Federation, efficacies of the strategies developed to avoid conflicts, causes and sources of conflict of interests and strategies designed to manage conflicts of interest in the Federation. Thus, based on the results of the above analysis of the study the following recommendations are forwarded as implications:

5.3.1. Recommendation for Policy implication

- 1.1. The Federation is better to design strategies on how management communicates with its stakeholders to solve access to the benefits, client –staff and rent seeking. In addition the Federation have to work on democratic manner and widen good experiences found in the Federation in order to minimize the rate of the conflict causalities by providing trainings and particularly solving challenges or conflicts that come due to non-participatory decision making, non-conducive working environment, false reports and misinterpretation of rules and regulations and especially poor communications and competition for resources. Therefore this needs to be solved by provide and applying strong development plans and strategies.
- 1.2. The Federation works with different stakeholders potential sources of conflicts of interest between management and clubs and their representatives. The respondents pointed out that recruitment of staffs or voluntaries and unqualified people, doing business or work for a competitors and biased decisions in selection of players are the major challenges. Thus, the Federation needs to work on such cases that narrow and bridge a gap by making its works and relation transparent, accountable and apply policy of conflict of interest.

5.3.2. Recommendation for future Researches

- 1.3. Further research is needed in the area to dig out other factors in the Federation conflict management and resolution. In a more comprehensive and deep study that will

incorporate the Federation to check whether the deviated results observed in this study in a single sample is an aberrance or not.

- 1.4. The validity and reliability of the questionnaire were not tested; therefore, which needs further pilot-test, similar or comprehensive and deep SPSS analysis will employ to identify the relationships between the variables in Ethiopian Athletics Federation.
- 1.5. The relationship between Clubs, Athletes, Referees, the Executive and Sub-committees of the Federation needs a nationwide, comprehensive and deep study. That will focus on identifying the cause and effect relationships between the variable treated in this study to inform policymakers in relation to Officials recruitment, selection and training in relation to Ethiopian Athletics quality improvement programs.

5.3.3. Recommendation to improve practices

The actions to be taken by the Federation to overcome the problems identified through this research or to improve the situation are the followings:

- 1.6. Regarding efficiencies of the strategies developed to avoid conflicts in Athletics championships, the conflict occur in the Federation mostly are interpersonal that was more than four times and are solved by in negotiation in long time with positive outcomes. Out of 140 respondents 83 of them agreed the Federation conflict management and resolution strategies are in the way of Win-lose principle, which is favorable for one part but the other parties hurting. Thus, the Federation have to work on developing maps of conflict resolution in short time and develop way forward means by application of Win-Win and Mediation in between management and Athletics clubs especially.
- 1.7. The Federation has planted and executed conflict management strategies and applied mostly win-lose rather than other ways of solving the challenges. Thus, this study recommends to the Federation to give training on conflict management and resolution for the officials how to apply compromise as well as accommodation or high cooperation strategy to improve satisfaction among the stakeholders for a better and conducive environment in the participation of Athletics championships.

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Appendixes

Appendix A: Questionnaires

**Addis Ababa University the school of graduate studies of Natural and Computational
Science college Department of Sport science-Sport Management**

Dear respondents:

The main purpose of these questionnaires is to gather the relevant data related to practices, challenges and management of conflict in Ethiopian Athletics Federation. Your response is so important for the effectiveness of this study. Hence, you are kindly requested to give genuine and honest response. All the information was kept confidential and used only for the academic purpose.

Thank you in advance for your cooperation.

Instruction I

- Writing your name on the questionnaire is NOT needed.
- Use thick mark (✓) to your response of each closed-ended questionnaire from the given rating scales.
- Write briefly your response based on the Federation experience/context.

Personal information

- Personal background
 - your responsibility: President Vice President Member of Executive committee Secretary general/Director Director Worker Commissioner Referee Coach Club/Team leader
 - Sex: Male Female
 - Age: Below 20 20-25 26-30 31-35 36-40 41 and above
 - Work experience as: President Vice President Member of Executive committee Secretary general/Director Director Worker Commissioner Referee Coach Club/Team leader other/specify _____
Under 5 Years 6-10 years 11-15 years 16-20 year over 21years

Educational background: Certificate Diploma 1st degree 2nd degree
3rd degree other

- Area of specialization or field of study _____
- Level of education or qualification _____

Instruction II: Please put thick mark ‘✓’ under 5=strongly agree, 4=agree, 3=undecided, 2=disagree, and 1=strongly disagree in the table below.

What are the common causes of conflicts are the most prevalent in the Ethiopian Athletics Federation between management and staff, Referees, clubs and coaches? Rate them on the basis of their frequency of occurrence in the Federation.

No.	Prevalent type of conflict in the Federation	5	4	3	2	1
1	Superior- subordinate					
2	Member of Executive committee and Federation management decision					
3	Relationship conflict that emanates from access to benefit					
4	Formal relations					
5	Informal relations					
6	Conflict on the goal and work of the Federation					
7	Conflict on how works get done in the Federation					
8	Client- Staff					
9	Conflict of Interest					
10	Rent seeking or clientilism and patron relation					
11	Network of beneficiary groups to gain advantage					
12	Competition for position					
13	The dynamics in office position					
14	Incompatible personality					
15	Poor communication					

II. The following table provides the potential sources of conflict. Please check against issues that do you think is the type of conflict which is prevalent in the Federation?

NO.	Item	5	4	3	2	1
1	Trespassing line of communication					
2	Non-participatory decision making					
3	Non conducive working environment					
4	False reports from leaders					
5	Misinterpretation of rules and regulation					
6	Black mailing and taking advantaged					
7	Unequal treatment on rewards like training					
8	Competition for resources like Hotel renting					
9	Poor Communication					
10	In efficiency of the Federation leadership competence					

III. You are requested to give your answer the following questions related about conflicts practices in the Federation.

1. What is your attitude towards conflict?
A. Positive B. Negative C. Both D. Neutral
2. How many times did you face conflict?
A. Only once B. Two times C. Three times D. Four and more times
3. Which one of these types of conflict is frequently occur in your Federation?
a. Inter personal conflict b. Inter group conflict c. Intra group conflict
b. Others please specify, _____
4. Among the following which one is the most frequently employed method in the practices of conflict resolution?
a. Negotiation b. Mediation c. conciliation d. arbitration
5. Most conflict in the Federation are
a. Solved with in short time b. Solved reasonably with in good span of time
c. Solved reasonably with in long time d. Remained unsolved
6. What are the possible consequences of most of the conflicts arise in the Federation?
a. Positive outcomes c. A balance of those two effectives
b. Negative outcomes
7. If you answer is “Negative outcomes” to the above question to what extent work place conflicts affect the Federation’s effectiveness?
a. Very high b. High c. moderate d. low e. very low
8. What kinds of conflicts have been observed between management of Federation and board commission?
a. Giving favors to relatives and close friends
b. Abuse of power to employ a friend or a family
c. Self-dealing or acts by board members in their own interest rather than the interest of the Federation.
d. Not in the above e. Others please specify, _____
9. What kind of conflict of interest have you observed or found in the Federation?
a. Receiving gifts b. Receiving or soliciting money
c. Receiving bribery d. Reimbursements of loans e. I have not seen.
10. What kinds of conflict business interest are perceived in the Federation?
a. Revealing to others confidential Price sensitive information
b. Employing relatives c. Giving contracts to hotels illegally d. Accessing sponsorship for giving contracts in return for camping
e. Not seen.

IV. The following table provides the potential sources conflict of interests between managements and clubs and their representatives. Please check against issues that you think is the conflict of interest between managements and clubs and their representatives which is prevalent in the Federation?

NO.	Type of conflicts	5	4	3	2	1
1	Recruitment of voluntaries					
2	Assigning Athletes with friendly or money related assignment					
3	Hiring an unqualified relatives or friends to take advantages					
4	Managers failing to disclose that they are related to a job candidate					
5	Posting negatively to social media about your company's weaknesses					
6	Sharing confidential information about employer with a competitor					
7	Dating or having a romantic relationship with a supervisor or subordinate					
8	Doing business or work for a competitors					
9	In efficiency of the Federation leadership competence					
10	Biased decisions in selection of players					

V. Conflict management strategies questions

Which conflict management Strategies are implemented as effective strategies to avoid conflicts in Athletics championships in conflict resolution in order to maintain positive relationships in between disputants effectively?

No	Item	Response				
		5	4	3	2	1
1	Negotiation to statuesque of win- win or compromise					
2	Win- lose Principle					
3	Loos- Loos					
4	Avoidance or Ignorance					
5	Accommodation or high cooperation and low confrontation					

VI. Open Ended Questions about Conflict management and resolution practices.

What are your general observations about the practice of conflict management in relation to supporting the effectiveness of conflict resolution?

1. Strength _____

2. Weakness _____

3. What solution you suggest for improvement?

Thank you very much for your cooperation!

Appendix B: Interview Guides

Interview guides for the Federation Heads, vice managers, Executiv members and Secretary General, Club Coaches/Leaders and Referees.

Dear respondents: The main purpose of this interview is to gather the relevant data related to practices, challenges and management of conflict in the Federation. Your response is so important for the effectiveness of this study. Hence, you are kindly requested to give you genuine and honest response. All the information was kept confidential and used only for the academic purpose.

Instruction I

Sex: Male Female

Age: Below 20 20-25 26-30 31-35 36-40 41 and above

Work experience as: President Vice President Member of Executive committee
Secretary general/Director

Educational background: 1st degree 2nd degree 3rd degree

Instruction II

Interview questions

1. What are the main causes of conflicts in the Federation? Elucidate your experiences.
2. Why does individuals inter into conflict in your Organization/Federation?
3. How do you examine the participation of the staff in solving conflicts in your Federation?
4. What mechanisms are applied to apply conflict resolutions? Formal or informal?
5. How do you evaluate the efficiency of the Federation' conflict resolution strategies?
6. What are the challenges and weaknesses of formal conflict mechanism in your Federation?
7. What are the negative effects of conflict in your Federation?
8. What is your recommendation to reduce or minimize cause of conflict in order to deepen more stable environment?
9. What are the solutions given by the concerned bodies to those problems?

የአዲስ አበባ ዩኒቨርሲቲ የድህረ ምሩቃን ትምህርት ክፍል የናቹራል እና ኮምፒዩቴሽናል ሳይንስ ኮሌጅ የስፖርት ሳይንስ ዲፓርትመንት - ስፖርት ማኔጅመንት

ውድ መልስ ሰጪዎች፡-

የዚህ መጠይቅ ዋና አላማ ከኢትዮጵያ አትሌቲክስ ፌዴሬሽን ጋር ተያይዘው ያሉ የግጭት ልምዶች፣ ተግዳሮቶች እና አስተዳደሮችን ወይም ስራ አመራሮችን መረጃ ለመሰብሰብ ሲሆን የእርስዎ መልስ ለዚህ ጥናት መሳካት በእጅግ አስፈላጊ ነው፡፡ ስለሆነም እውነተኛ እና ትክክለኛ መልስ እንዲሰጡን በአክብሮት እንጠይቃለን፡፡ ሁሉም መረጃዎች በሚስጥራዊነት የሚያዙ ሲሆን ለትምህርታዊ አላማ ብቻ የሚውሉ ናቸው፡፡

ስለትብብሮዎ ከወዲሁ እናመሰግናለን፡፡

መመሪያ I

- በመጠይቁ ላይ ስምዎትን መጻፍ አያስፈልግም፤
- ዉስን መልስ ላላቸዉ ጥያቄዎች ሲመልሱ የደረጃ መለኪያዎች በሚሰጡበት ጊዜ ይህቺን (✓) ምልክት ይጠቀሙ፤ መልስዎትን አጭር እና ግልፅ ያድርጉ፤
- በፌዴሬሽኑ ተሞክሮ/ልምድ ወይም አውድ መሰረት በአጭሩ ይግለጹ፡፡

የግል መረጃ

የግል የኋላ ታሪክ/ዳራ

- የእርስዎ ኃላፊነት፡-ፕሬዚደንት ምክትል ፕሬዚደንት የሥራ አስፈጻሚ ኮሚቴ አባል ዋና ፀሀፊ/ዳይሬክተር ዳይሬክተር ሰራተኛ ኮሚሽነር ዳኛ አስልጣኝ/ኮች ክለብ/ ቡድን መሪ
- ሦታ፡- ወንድ ሴት
- እድሜ፡- ከ20 በታች ከ20-25 ከ26-30 ከ31-35 ከ36-40 ከ41 በላይ
- የስራ ልምድ እንደ፡- ፕሬዚደንት ምክትል ፕሬዚደንት ሥራ አስፈጻሚ ኮሚቴ አባል ዋና ፀሀፊ/ዳይሬክተር ዳይሬክተር ሰራተኛ ኮሚሽነር ዳኛ አስልጣኝ/ኮች ክለብ/ ቡድን መሪ
- ሌላ ካለ ይግለጹ _____
- የአገልግሎት ዘመን፡- ከ5ዓመት በታች ከ6-10ዓመት ከ11-15ዓመት ከ16-20ዓመት ከ21ዓመት በላይ

የትምህርት የኋላ ታሪክ፡-

- ሰርተፊኬት ዲፕሎማ የመጀመሪያ ዲግሪ ሁለተኛ ዲግሪ ሶስተኛ ዲግሪ ሌላ
- ሌላ ልዩ ሙያ ወይም ጥናት ያደረጉበት ዘርፍ ወይም ያጠኑት ትምህርት _____
- የትምህርት ደረጃ ወይም ብቃት _____

መመሪያ II

አባዛዎችን ከዚህ በታች ባለው ሰንጠረዥ ውስጥ በተሰጡት 5=በጣም አስማማለሁ፣ 4=አስማማለሁ፣ 3=ሀሳብ የለኝም፣ 2=አልሰማም፣ 1=በጣም አልሰማም፤ በማለት ይህቺን (✓) ምልክት ያስቀምጡ።

I. በፌዴሬሽኑ ውስጥ አብዛኛውን ጊዜ በስራ አመራር/አስተዳደር እና በሠራተኞች፣ በዳኞች፣ በክለሶች እና በአሠልጣኞች መካከል በጣም የሚስተዋሉ የግጭት መንስኤዎች ምንድን ናቸው?

በፌዴሬሽኑ ውስጥ በተደጋጋሚ በመከሰታቸው ላይ በመመስረት ልኬት ወይም ደረጃ ይስጡ።

ተ.ቁ	በፌዴሬሽኑ ውስጥ የሚስተዋሉ ቀደምት የግጭት አይነቶች	5	4	3	2	1
1	የበላይ - የበታች ግጭቶች					
2	የስራ አስፈጻሚ ኮሚቴና የፌዴሬሽኑ ስራ አመራር ውሳኔዎች					
3	ጥቅም ከማግኘት የሚመነጭ የግንኙነት ግጭቶች					
4	የመደበኛ ግንኙነቶች ግጭቶች					
5	የኢመደበኛ /መደበኛ ያልሆኑ/ ግንኙነቶች					
6	በፌዴሬሽኑ ግቦች ላይ እና ስራዎች ላይ የሚነሱ ግጭቶች					
7	በፌዴሬሽኑ ውስጥ ስራዎች እንዴት ይሰሩ በሚል ተያይዘው የሚነሱ ግጭቶች					
8	የደንበኛ - ስራተኛ ግጭቶች					
9	የፍላጎት ግጭት					
10	ኪራይ ሰብሳቢነት ወይም የደንበኝነት እና የአሳዳሪ ግንኙነት					
11	ጥቅም ፈላጊዎች ጥቅም ለማግኘት የአውታረ-መረብ ተጠቃሚ ለመሆን መገናኘት (ኔትዎርክ)					
12	የስልጣን በታ ሽሚያዎች ግጭቶች					
13	በቢሮ ስልጣን ውስጥ ያሉ ተለዋዋጭ ሁኔታዎች					
14	የማይጣጣም ማንነት ወይም ስብዕና ግጭቶች					
15	የደካማ ግንኙነት ግጭቶች					

II. በፌዴሬሽኑ ውስጥ የግጭት መንስኤዎች ሊሆኑ የሚችሉት ምንድን ናቸው?

ተ.ቁ	በፌዴሬሽኑ ውስጥ የሚስተዋሉ የግጭት አይነቶች	5	4	3	2	1
1	የግንኙነት መስመርን መጣስ እና በሌላው ስራ ላይ ጣልቃ ገብነት					
2	በፌዴሬሽኑ ውስጥ በሚወሰኑ ውሳኔዎች ላይ አሳታፊ አለማድረግ					
3	ምቹ ያልሆነ የስራ አካባቢ መኖር					
4	የመሪዎች የሀሰት ዘገባዎችን ማቅረብ					
5	የሕጎች እና ደንቦች በተሳሳተ መንገድ መተርጎም					
6	ማስፈራራት እና ሌሎችን መጠቀም /ብላክ ሜሊንግ/					
7	እንደ ስልጠና ባሉ ማበረታቻዎች ላይ እኩል ባልሆነ መልክ መስጠት					
8	የኮሚቴ አባላት እንደ ሆቴል ኪራይ ባሉ ሀብቶች ላይ መሻማት					
9	ደካማ ግንኙነት					
10	የፌዴሬሽኑ መሪዎች ብቃት ማጣት፣ ቅልጥፍና አለመኖር					

III በሚከተሉት ጥያቄዎች በፌዴሬሽኑ ውስጥ ከሚስተዋሉ የግጭት ልምዶች ጋር የተያያዙ ጥያቄዎችን እንዲመልሱ ይጠየቃሉ

1. ስለ ግጭት ያልዎት ምልክታ ምን አይነት ነው?
ሀ. አዎንታዊ ለ. አሉታዊ ሐ. ሁለቱም መ. ገለልተኛ
2. ምን ያክል ጊዜ ተጋጭተው ያውቃሉ?
ሀ. አንድ ጊዜ ብቻ ለ. ሶስት ጊዜ ሐ. ሁለት ጊዜ መ. አራት እና ከዚያ በላይ ጊዜ
3. በፌዴሬሽን ውስጥ አብዛኛውን ጊዜ የሚከሰተው የግጭት አይነት ከሚከተሉት ውስጥ የትኛው ነው?
ሀ. በግለሰቦች መሀል የሚፈጠሩ ግጭቶች (ኢንተር ፐርሰናል)
ለ. በቡድኖች መሀል የሚፈጠሩ ግጭቶች (ኢንተር ግሩፕ)
ሐ. በቡድን ውስጥ የሚከሰቱ ግጭቶች (ኢንትራ ግሩፕ)
መ. ሌሎች ካሉ እባክዎትን ይግለጹ _____
4. ከሚከተሉት መካከል አብዛኛውን ጊዜ የሚተገበረው የትኛው የግጭት አፈታት ዘዴ ነው?
ሀ. መደራደር (ኔገሽዬሽን) ለ. በሽምግልና አማካኝነት መፍታት
ሐ. በአስታራቂ አማካኝነት መፍታት መ. የግልግል ዳኝነት (አርቢትሬሽን)
5. በፌዴሬሽኑ ውስጥ የሚነሱ አብዛኛዎቹ ግጭቶች በምን ያህል ጊዜ ይፈታሉ?
ሀ. በአጭር ጊዜ ይፈታሉ
ለ. ምክንያታዊ በሆነ ተገቢ በሆነ የጊዜ ገደብ ውስጥ ይፈታሉ
ሐ. ምክንያታዊ በሆነ ረዥም ጊዜ ገደብ ውስጥ ይፈታሉ መ. ሳይፈቱ ይቆያሉ
6. በፌዴሬሽኑ ውስጥ አብዛኛውን ጊዜ የሚስተዋሉ ግጭቶች ውጤት ምንድን ናቸው?
ሀ. አዎንታዊ ውጤት ለ. አሉታዊ ውጤት ሐ. የሁለቱ ውጤቶች አማካኝ ውጤት
7. ምላሽዎ “አሉታዊ ውጤት” ከሆነ በስራ ቦታ የሚነሱ ግጭቶች በምን ያክል መጠን የፌዴሬሽኑን ውጤታማነት ሊጎዱ ይችላሉ?
ሀ. በጣም በከፍተኛ ሁኔታ ለ. በከፍተኛ ሁኔታ ሐ. በመካከላኛ ሁኔታ መ. በዝቅተኛ ሁኔታ ሠ. በጣም በዝቅተኛ ሁኔታ
8. የትኛው አይነት ግጭት በፌዴሬሽኑ ማኔጅመንት እና የሥራ አስፈጻሚ ኮሚቴ አባሎች መካከል ይስተዋላል?
ሀ. ለዘመድ እና ለቅርብ ጓደኛ ጥቅምን መስጠት
ለ.. ስልጣንን ያለአግባቡ በመጠቀም ጓደኛን ወይም ዘመድን መቅጠር
ሐ. የፌዴሬሽኑን ጥቅም ከማስጠበቅ ይልቅ የሥራ አ/ኮሚቴ አባላት የራሳቸውን ጥቅም የማስጠበቅ ተግባር ወይም ራስ ተኮርነት
መ. ከላይ ከተጠቀሱት ውስጥ አንዱም የለም ሠ. ሌላ ካለ ይግለጹ _____

9. የትኛውን አይነት የፍላጎት ግጭት በፌዴሬሽኑ ውስጥ ተመልክተዋል ወይም አግኝተዋል?

- ሀ. ስጦታዎችን መቀበል ለ. ገንዘብን መቀበል ወይም መስጠት
- ሐ. ሙስናዎችን መቀበል መ. የብድር ተመላሽ ክፍያዎች ሠ. ምንም አላየሁም

10. የትኛው አይነት የንግድ ፍላጎት ግጭቶች በፌዴሬሽኑ ውስጥ ይስተዋሉ?

- ሀ. ሚስጥራዊ የሆኑ የዋጋ መረጃዎችን ለሌሎች ማሳወቅ ለ. ዘመድን መቅጠር
- ሐ. ሕጋዊ ባልሆነ መንገድ ለሆቴሎች ውሎችን መስጠት
- መ. ለካምፕ በምላሽ ኮንትራቶችን ለመስጠት እስፖንሰርሺፕን ማግኘት
- ሠ. ምንም የለም

IV. የሚከተለው ሰንጠረዥ በፌዴሬሽኑ አስተዳደሮች እና በክለሶች እና በተወካዮቻቸው መካከል ሊኖሩ የሚችሉትን የጥቅም ግጭት ምንጮች ይመለከታል። እባክዎን በፌዴሬሽኑ ውስጥ በአመራሮች እና በክለሶች እንዲሁም በተወካዮቻቸው መካከል የጥቅም ግጭት ነው ብለው የሚያስቧቸው ጉዳዮች ካሉ ይፈትሹ?

ተ.ቁ	የግጭት አይነቶች	5	4	3	2	1
1	የበጎ ፈቃደኞች ምልመላ ላይ የሚታዩ					
2	ብሄራዊ አሰልጣኞችንና አትሌቶችን በወዳጅነት ወይም በገንዘብ ነክ ምደባ መስጠት					
3	ጥቅሞችን ለማግኘት ብቁ ያልሆኑ ዘመድ ወይም ጓደኞች መቅጠር					
4	ስራ መሪዎች አሁን እየሰሩ ካሉበት ስራ ጋር ተያያዥ የሆኑ ሌሎች ስራዎች እንዳሏቸው ለመግለፅ አለመቻል					
5	ስለ ፌዴሬሽኑ ድክመቶች በማህበራዊ አውታረ-መረቦች ላይ አሉታዊ ነገሮችን መለጠፍ					
6	ስለ አሰሪዎ ሚስጥራዊ መረጃ ከተወዳዳሪ አካሎች ጋር መጋራት					
7	ከተቆጣጣሪ ወይም ከበታች ጋር የፍቅር ጓደኝነት ወይም የፍቅር ግንኙነት ማድረግ					
8	ለተጭካካሪዎች የንግድ ሥራ መሥራት					
9	የፌዴሬሽኑ አመራሮች በብቃት አለመሥራት					
10	በተጫዋቾች ምርጫ ላይ አድላዊ ውሳኔዎችን መስጠት					

V. የግጭት አስተዳደር/አመራር ስትራቴጂዎች ጥያቄ

በፌዴሬሽኑ በሚካሄዱ ውድድሮች ውስጥ ግጭቶች ሲሰከቱ በተከራካሪ አካሎች መካከል ጤነኛ የሆነ ግንኙነትን ጠብቆ ለማስቀጠል የትኛው የግጭት አፈታት ስርአትና ስልት ውጤታማ በሆነ መንገድ ተግባራዊ ይደረጋል?

ተ.ቁ	የትግር አፈታት አይነቶች	5	4	3	2	1
1	ማሸነፍ - ማሸነፍ መርህ /ሁለቱም አሸናፊ/ (ዊን -ዊን) ማመቻመቻ					
2	የማሸነፍ - መሸነፍ መርህ /አንዱ አሸናፊ ሌላው ተሸናፊ/ (ዊን - ሎዝ)					
3	መሸነፍ - መሸነፍ /ሁለቱም ተሸናፊ/ (ሎዝ፣ ሎዝ)					
4	አለማካተት ወይም ቦታ አለመስጠት					
5	አካታችነት ወይም ከፍተኛ ትብብር እና ዝቅተኛ ግጭቶች					

VI. የግጭቶች አስተዳደር/አመራር እና የአፈታት አተገባበር ላይ ክፍት ምላሽ ያላቸው ጥያቄዎች

የግጭት አፈታት ውጤታማነትን ከማገዝ አንፃር ተግባራዊ እየተደረገ ስላለው የግጭት አስተዳደር አመራር ያለዎት አጠቃላይ ምልክታ ምንድን ነው?

1. ጥንካሬ _____

2. ድክመት _____

3. እንዲሻሻል የሚመክሩት ምን የመፍትሄ ሀሳብ አለዎት? _____

ስለ ትብብርዎ በጣም እናመሰግናለን!

ቃለ-መጠይቅ

የአዲስ አበባ ዩኒቨርሲቲ የድህረ ምሩቃን ትምህርት ክፍል የናቹራል እና ኮምፒዩቲንግ ሳይንስ ኮሌጅ የስፖርት ሳይንስ ዲፓርትመንት ስፖርት ማኔጅመንት

ውድ መልስ ሰጪዎች፡-

የዚህ መጠይቅ ዋና አላማ ከኢትዮጵያ አትሌቲክስ ፌዴሬሽን ጋር ተያይዘው ያሉ የግጭት ልምዶች፣ ተግዳሮቶች እና አስተዳደሮችን ወይም ስራ አመራሮችን መረጃ ለመሰብሰብ ሲሆን የእርስዎ መልስ ለዚህ ጥናት መሳካት በእጅግ አስፈላጊ ነው፡፡ ስለሆነም እውነተኛ እና ትክክለኛ መልስ እንዲሰጡን በአክብሮት እንጠይቃለን፡፡ ሁሉም መረጃዎች በሚስጥራዊነት የሚያዙ ሲሆን ለትምህርታዊ አላማ ብቻ የሚውሉ ናቸው፡፡

ስለትብብሮዎ ከወዲሁ እናመሰግናለን፡፡

የቃለ መጠይቅ መመሪያ፡- የፌዴሬሽኑ የበላይ ሀላፊ፣ ምክትል ፕሬዚዳንት ፣ ሥራ አስፈጻሚ ኮሚቴ አባልና ዋና ፀሀፊ ክለብ ኮቻች/መሪዎችና ዳኞች ቃለመጠይቅ፡፡

ውድ መልስ ሰጪዎች፡- የዚህ መጠይቅ ዋና አላማ ከኢትዮጵያ አትሌቲክስ ፌዴሬሽን ጋር ተያይዘው ያሉ ልምዶች፣ ተግዳሮቶች እና የግጭት አስተዳደሮችን መረጃ ለመሰብሰብ ሲሆን የእርስዎ መልስ ለዚህ ጥናት መሳካት በእጅግ አስፈላጊ ነው፡፡ ስለሆነም እውነተኛ እና ትክክለኛ መልስ እንዲሰጡ በአክብሮት እንጠይቃለን፡፡ ሁሉም መረጃዎች በሚስጥራዊነት የሚያዙ ሲሆን ለትምህርታዊ ጥናት አላማ ብቻ የሚውሉ ናቸው፡፡

መመሪያ I

- የታ፡- ወንድ ሴት
- እድሜ፡- h20-25 ቦታች h26-30 h31-35 h36-40 h41 በላይ
- የስራ ልምድ እንደ፡- ፕሬዚዳንት ም/ፕሬዚዳንት ሥራ አስፈጻሚ ኮሚቴ አባል ዋና ፀሀፊ/ዳይሬክተር
- የትምህርት የኋላ ታሪክ፡- ስርተፊኬት ዲፕሎማ የመጀመሪያ ዲግሪ ሁለተኛ ዲግሪ ሶስተኛ ዲግሪ ሌላ ካለ ይግለፁ _____

መመሪያ II የቃለ መጠይቅ ጥያቄዎች

1. በፌዴሬሽኑ ውስጥ የሚነሱ ግጭቶች ዋና መንስኤ ምንድን ናቸው? ልምድዎትን ያክሉ
2. በድርጅታችሁ/ፌዴሬሽናችሁ ውስጥ ግለሰቦች ለምን ወደ ግጭት ይገባሉ?
3. በፌዴሬሽናችሁ ውስጥ የሚከሰቱትን ግጭቶች ከመፍታት አንጻር የሰራተኞችን ተሳትፎ እንዴት ይገመግሙታል?
4. ግጭቶቹን ለመፍታት ምን አይነት ሜካኒዝሞች ተግባራዊ ይደረጋሉ? መደበኛ ወይም ኢ-መደበኛ?
5. የፌዴሬሽኑ የግጭት አፈታት ስልቶች ውጤታማነት እንዴት ይገመግሙታል?
6. በፌዴሬሽናችሁ ውስጥ የመደበኛ የግጭት አፈታት ሜካኒዝም ተግዳሮት እና ድክመቶች ምንድን ናቸው?
7. በፌዴሬሽናችሁ ውስጥ አሉታዊ የሆነ የግጭት ውጤት ምንድን ነው?
8. ግጭትን ከመቀነስ ወይም የግጭትን መንስኤ ከማጥፋት አንጻር እና ምቹ የሆነ የስራ አካባቢን ከመፍጠር አንጻር የእርስዎ ምክረ-ሀሳብ ምንድን ነው?
9. ለእነዚህ ችግሮች በሚመለከታቸው አካላቶች የሚሰጡ መፍትሄዎች ምንድን ናቸው?

ስለትብብሮዎ በጣም አመሰግናለሁ!