



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY!



Addis Ababa University

**College of Humanities Language Studies, School of Journalism and
Communication**

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**To access internal organizational communication practice of Ethiopian
media**

The case of Harari Mass Media Agency

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ABSTRACT

It is known that quality of internal organizational communication will have a direct impact on the quality of relationship. This is why effective communication is a crucial element in our lives and the basis for the organizational objective achievement. The general objective of this study is to access internal organizational communication practice of Ethiopian media. The case of Harari Mass Media Agency.

The study was designed both in quantitative and qualitative method. Primary data were obtained and used from employees of Mass Media Agency by questionnaire and interview method of data collection.

The study used systematic(scientific) sampling technique that is a good way to give equal chance for all departmental employees who had different responses.it also used purposive sampling technique to get a wide explanation from the top officials of the organization.To analyze the findings of the study and the collected data descriptive survey analysis method used.

Based on the findings of the study, insufficient communication, bad working environment, communication gap to resolve conflict, less attention to communication in conflict resolution process, and difference in attitude towards communication were the major problems that affect communication not to achieve its goal (conflict resolution).

Finally, the student researcher recommended that agency should understand the source of conflict, using communication to resolve conflict and encouraging employees' positive attitude of communication to resolve conflict can be solutions to resolve the above-mentioned problems.

Key words: Internal organizational communication, organizational culture, conflict resolution strategies.

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CHAPTER ONE

Introduction

This material begins with background of the study and a statement of the problem, then moves on to the aim of the study, research questions, scope, limitations, importance, and arrangement of the thesis. The background review of communication and conflict resolution theories, the background of the study institution, challenges in the field, as well as the researcher's motivation for the study, are all included in chapter one while the rest of the contents discussed in the following chapter.

1.1. Background of the Study

Many organizations nowadays face numerous obstacles as a result of a variety of circumstances. Poor internal Organizational communication system is one of the aspects that have an impact on a overall operations of organization. Literatures stated that, Organizational communication plays a significant role in the connection between leaders and employees and strengthening organizational culture. Policies, plans, directions, and information are communicated across the organization through organizational communication, Congruence between ideas and practices enhances information transmission and the ability to carry out coordinated activities at all levels (Denison, 1990). Organizational communication is improved by precise knowledge on organizational goals, policies, strategies, values, and practices. Similarly, well defined and strongly held principles and practices make it easier to provide feedback on organizational and individual activities, as well as respond quickly to any deviations.

The set of values, expectations, and practices that guide and inform the activities of all team members is referred to as organizational culture. It is a set of shared fundamental beliefs that an organization has learned as it solves problems of outward adaptation and internal integration (Schein 2004): These assumptions are believed to be maintained as the correct method of doing things through the continual process of human relation (attitudes and relation).Zhang (2010) defines organizational culture as a mode made up of a set of basic assumptions that are gradually discovered and formed by a group as they investigate methods for adapting to the external environment and resolving internal interrelated systems.

The values (Broms &Gahmberg, 1983), beliefs, shared meanings (Davis, 1984), assumptions (Schein, 1992), standards of behavior, practices, procedures, and rituals in an organization are

all part of organizational culture (Ghosh & Srivastava, 2014; Martin, 1992; Nguyen & Aoyama, 2014). It is reflected in the organization's vision and mission statements, staff attitudes and behaviors, and the way it operates. It is the glue that holds the members of the organization together, resulting in increased performance and effectiveness (Goffee & Jones, 1996; Wilkins & Ouchi, 1983). Employees' agreement with, dedication to, and congruence with organizational values, norms, artifacts, and practices determine whether a culture is strong or weak (DelCampo, 2006; O'Reilly & Chatman, 1996; Smart & St. John, 1996; Sorensen, 2002).

The culture is strengthened through the widespread participation of organizational members in procedures, norms, and practices. Values and practices that are followed and shared by organizational members make up a strong culture (DelCampo, 2006). It provides guidance about what is important and what needs to be done in the best interest of the organization. The stronger the culture, the more members of the organization agree on, widely share, and remain committed to a set of common values and behaviors (Gordon & DiTomaso, 1992; Kotter & Heskett, 1992; O'Reilly, 1989). As a result, a strong culture is more likely to be associated with improved organizational communication.

However, lack of opportunity, aptitude, or motivation to communicate is a common cause of conflict. Because communication is important for every organization and employees to be able to avoid conflict within organization and achieve organizational goal effectively. They should maintain a good working atmosphere. It is critical to communicate in order to avoid conflict and conflicting issues (Mary Ann and Steven L. mc Shane; 1976: 408).

As communication is the process of sharing ideas, information, and messages with others, poor or inaccurate communication in an organization can lead to conflict. It could even result in the deal being canceled or a loss of goodwill. It could even result in the deal being canceled or a loss of goodwill. Transparency in communication is mandatory at all levels for better understanding of work and better bonding among individuals (Prachi Juneja; 2015).

Having a good understanding of internal organizational communication system in an organization is very critical for the efficient operation of organizations as well as individual personal, cultural, and social growth. In relation to Harari mass media, there was a high level of employees' displacement from the Mass media Agency. Many journalists leave the agency and arrived to other Medias of the country. There were also a tangible instabilities and issues resolved by the Harari regional state in cooperation with the federal government 2018.

Accordingly, this study was proposed by the researcher, who wanted to see organizational communication practice in the Harari mass media agency. The researcher was motivated to investigate the problem of the Harari Mass Media Agency communication because successful organizational communication leads to effective conflict resolution.

Effective internal organizational communication contributes to the safest and healthiest work environment possible. Even though the agency is a communication center, the student researcher justified that many of its employees have been leaving the organization. Migration, according to the student researcher, may be caused by inadequate organizational culture, communication and conflict resolution strategies.

1.2. Back ground of the study organization

1.2.1. Harari Mass Media Agency

Along with the creation of the State Government's Information Bureau, the Harari State Public Relations Service was founded in 1987. However, at the first regional council meeting after the year ended, the advertising office was shut down and a new advertising and public relations agency was established under the regional administration office.

The public relations division, which had been constructing the landscape of the area, was transformed into a cultural tourism and advertising brochure in February 1997. In order to help the Advertising and Public Relations Unit organize itself in a better structure and organization, the Harari Mass Media Agency was founded in October 2012 by Proclamation No. 72/99. As a result, the Board administered and the Regional Council was responsible for the media's freedom of expression.

1.2.2. Harar FM 101.4

With a 250-watt transmitter from a non-governmental organization, Harar FM 101.4 radio broadcasting was underway in 1996. The Ethiopian Broadcasting Authority granted a license to radio in 1998, making it a social media outlet. Every day in Harari, Harar FM, which broadcasts numerous programs in Afan Oromo and Amharic, has been enhancing its broadcasts and recently extended its daily broadcasts to 17 hours. It also provides fresh, exciting content for the upcoming Rebrand project, and it is possible to assess current programs to make them more enticing and fascinating. The radio station is growing a sizable following and a wide range of stakeholders while delivering media coverage to the area and to nearby regions.

3.2.3. Television broadcasting

On June 23, 2006, the Harari Media Agency launched its show after hiring local experts and obtaining cutting-edge cameras and other production tools. The agency has been renting a one-week program from Ethiopian Television for one hour each week. Economic: He was able to spread awareness of social and political causes across the entire population of the nation. By increasing the airtime, it has been renting from Ethiopian television since February 2001, three days a week in Harari, it is enhancing the region's reputation by airing a variety of programs in the local languages of Afaanoromo and Amharic for thirty-to-thirty minutes at a time.

In contrast, Harari Television began a test broadcast in November 2012 after allocating substantial sums and investing in cutting-edge, digital-ready equipment. This was done in recognition of the significance of state-owned media to the region's overall growth. It has been broadcasting news and information in all three languages for eight hours a day since November 2007 along with a variety of entertaining and educational programs. It is getting ready to speed up and improve the distribution process soon.

1.2.4. Printing service

Beginning in September 1988, an eight-page Harar newspaper in Afaan Oromo and Amharic was produced in Harari every fifteen days. Soon, Harar magazine switched to a quarterly publication schedule. The Harar newspaper now comes out on Thursdays once a week and has grown from 8 pages to 20 pages. The front and back of a vibrant print were also provided to me. By including a variety of amusing and educational pieces, it continuously raises the bar for both quality and accessibility.

1.2.5. Coverage and accessibility

The agency set up a 250-watt transmitter and a 20-meter antenna to begin its own media distribution; these components are now rated for 5 kw, and the antenna's length has been increased to 86 meters, extending the transmission range. By undertaking research on satellite access to increase its local, national, and global reach, it is waiting for a response before submitting its budget request to the regional government.

Using the Harar newspaper, Harar FM 101.4 radio, and Harari television, the public media outlet Harari mass media agency disseminates its news, programs, and articles throughout eastern Ethiopia. Television, radio, and newspapers were founded in 1988 E.C., 1996 E.C., and 2007 E.C., respectively. The organization broadcasts its content in Afaan Oromo, Amharic, and hadare (harari), three languages, for 16 hours on radio, 8 hours on television, and once a week in newspapers.

1.2.6. Core vision, mission and values of the agency

The agency strives to be the first information source for eastern Ethiopians and has a vision to be the top media company for its audience, clients, and coworkers in every community it serves. The agency's goal is to effectively help its clients and partners promote their business and strategic interests through its products by attracting the largest and most attractive audience through its broadcast and digital platforms.

It is a government-owned organization with a history of valuing honesty, integrity, and fairness toward one another, its clients, and its audience. Promoting the creative spirit to further the goals of its target audience and clients, Respect the ability to accept responsibility for one's own actions, the willingness to be open about mistakes, and the fortitude to keep working through difficulties in order to accomplish communication goals.

1.3. Objectives

It has proven a double-edged sword when internal organizational communication, culture and conflict resolution come together. Without effective organizational communication, the majority of issues in an organization cannot be fixed because they are the result of misinformation, bad organizational culture, or disinformation. The overarching goal of the researcher was to access the internal organizational communication practice of Ethiopian media: the case of Harari Mass Media Agency.

1.3.1. General objective

The researcher's overarching goal was to access internal organizational communication practice of the Harari Mass Media Agency

1.3.1. Specific objectives

Specifically, the study has the following objectives:

1. To explore the nature of organizational communication at Harari Mass Media Agency.
2. To investigate the nature of organizational culture of the Harari Mass Media Agency.

To assess the conflict resolution strategies employed by Harari Mass Media Agency.

3. To describe the role of internal organizational communication in resolving organizational communication.
4. To investigate major constraints hinder organizational communication to resolve conflict within organization.

1.4. Research Questions

The research provides answers to the following questions:

1. What is the nature of organizational communication system in the Harari mass media agency?
2. What is the nature of organizational culture of Harari mass media agency?
3. What are the conflict resolution strategies employed by the Harari mass media agency?
4. What role does communication play in the conflict resolution process of the Harari Mass Media Agency?
5. What are the major factors affects internal organizational communication to resolve organizational conflict successfully?

1.3. Statement of the problem

The thread that holds any community together is communication (Asfaw Gedamu, 2015). Due to its capacity to mobilize the populace down to the local level, the communication sector plays a significant role in all facets of the nation. In the course of social evolution, the media has a significant impact on how the public's problems are resolved (Tefera Geleso, 2020). To maximize its potential for societal transformation, the government should identify this sector as a priority sector.

Media organizations are expected to appreciate the importance of communication as a tool for developing a suitable organizational culture and as a method of efficient conflict resolution. People do not always communicate well, which can lead to misunderstandings or relationship breakdowns. Organizational communication plays a crucial role in maintaining a secure work environment by promoting communication ties between individuals and groups in an organization (Wanjama et al., 2010,201-230).

Conflicts between employees of the mass media agency can be prevented and resolved through effective organizational communication. The agency has an issue of workforce displacement which created a major threat for the Agency. The failure of the organizational structure to improve internal communication may be the reason of the arrival. The agency is in charge of creating and implementing the systems the organization utilizes to communicate important information effectively and efficiently. A lack of communication in the workplace has an impact on workers at all levels.

It's crucial to resolve communication breakdowns in both individual cases and throughout your entire system since ineffective communication is expensive and bad to staff morale (Gartenstein, 2018, 185-190). Lack of trust, disrespect, effective listening abilities, and perceptual inconsistencies can lead to a communication issue and organizational conflict. Because of these problems, employees require spaces to express their emotions and ideas.

Nothing about the communication system of the organization can be inferred from the absence of employee complaints. Because of these problems, employees need places to express their thoughts and emotions. It is not true that there are no problems if there aren't any employee complaints.

Employees may engage in a range of passive-aggressive activities, such as work slowdowns, carelessness, tardiness, absenteeism, and apathy, as well as meetings with coworkers, union

representatives, and government officials. Staff sabotage initiatives by the top management, poor organizational performance, inadequate management, taking unneeded employee disciplinary measures, or de-motivation among employees, job overload, lack of accountability, and transparency is all symptoms that employees may experience. These causes ineffective internal communication and conflict within the organization.

In fact, there are barriers to effective conflict resolution in an organization through communication, including a lack of motivational awareness, a problem with motivational encoding, a lack of emotion detection, and incorrect interpersonal perception. To identify challenges, find solutions, and reshape the organizational communication systems as well as to maximize the role of communication in preventing and resolving conflict within the organization, it is crucial to understand how employees view organizational communication, and conflict resolution strategies.

Therefore, despite the fact that these difficulties are well-known, the researcher is aware that internal organizational communication system in the Ethiopian media in general, and in the Mass Media Agency in particular, have not yet been addressed and properly examined. Numerous years of troubled research works in the agency were one of the reasons for starting and participating in such research that can advance the knowledge society, services, professional improvements, and strategic communication. According to their knowledge and experience, researchers explore their own areas of interest.

The researcher is therefore interested in learning more about the internal communication practices of Harari Mass Media Agency.

1.5. Scope of the study

It is critical to conduct detailed study at the national level. However, achieving a suggested level is difficult due to the considerable cost and time commitment. For instance, this study was required to limit both area and the study's concept in order to run the study in a constrained manner. The research is only done by the Harari Mass Media agency. Other media entities are not included.

Despite the widespread number of organizations and communication-related factors, the researcher focused on the internal organizational communication system of the Harari mass media agency. The student researcher is interested in learning how conflict might be resolved through communication because it affects the entire organization.

Other variables that the researcher picks from are organizational communication and conflict resolution procedures, all of which are strategies of minimizing, if not eliminating, conflict inside the organization. Particularly, internal organizational communication is the subject of the study. Because communication generalizes other aspects or because those extraneous variables would not exist without communication, communication was chosen as the primary factor.

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extraneous variables would not exist without communication, communication was chosen as the primary factor.

1.7. Significance of the study

Since it is one of the organizational and professional factors and is considered to be a critical issue for the mass media agency, it is important to look into internal organizational communication systems. The study helps the organization understand its internal organizational communication systems, the nature of internal organizational communication system and the role of internal communication in avoiding and resolving workplace conflict. Additionally, it helps in the analysis of the organization's communication issues and the execution of crucial alterations to the organization's communication practices and infrastructure.

Today's world presents a mix of manageable and unmanageable challenges to every firm. The study's conclusions will help other organizations in the same industry create efficient dispute resolution procedures, communication guidelines, and, at the very least, make an effort to lessen the effects of these circumstances on their organizational operations through communication. Because it will serve as a beginning point for additional research and enquiries, this study will be helpful to other researchers.

1.8. Limitations of the study

One of the limitations of the study was the researcher was not aware of any prior research on the subject of internal organizational communication system in the Ethiopian media context. The results of this study could not be discussed in context due to the dearth of local literature. Another issue with this study was the respondents were reluctant to provide accurate information for the research. Another situational catastrophe was COVID-19. By using a range of data collection techniques and educating respondents about the significance of accurate data for the organization as a whole and for employees in particular, the researcher nevertheless made an effort to close the gap.

1.9. Organization of the Thesis

The thesis was organized in a way that achieves and maintains coherence, consistency, readability, and clarity. As a result, chapter one of the study covers the backdrop, problem definition and justifications, objectives, hypothesis, and importance. A study of the literature on related ideas, frameworks, and concepts in organizational culture, conflict resolution, and organizational communication was the goal of the second chapter. The study's research methods and approach are presented in the third chapter (sampling techniques, data collection procedures, reliability, and validity analysis of the instrument, and the data analysis tools used in the study). Providing demographic and descriptive data analyses and interpretations, as well as conducting a hypothesis test and analyzing the key findings, are the objectives of Chapter 4. The study's main conclusions are outlined and discussed in the last chapter, Chapter 5. (The conclusions of the major findings). Additionally, suggestions have been given based on those important findings.

CHAPTER TWO

Literature Review and Theoretical Framework;

2. Introduction

In order to limit the inquiry to the indicated conceptual framework and support the study by facts and evidences investigated multiple scholars this section is meant to review pertinent literature. Internal organizational communication system, organizational culture, organizational conflict, conflict resolution strategies, The role of communication in resolving conflict and finally theoretical framework audit are covered in this chapter.

Review of related literature

2.1. Definition of Communication

Communication is the process of conveying or communicating meaning (an idea, a sensation, a mental experience, information, a skill, etc.) through the transmission of symbolic messages for a specified purpose. This means that communication does not occur if no information or ideas are conveyed. The message must be conveyed and comprehended for communication to be successful. Perfect communication, if such a thing existed, would be when a transmitted thought or idea was interpreted by the receiver exactly as the sender intended.

The process of conveying decisions and other information from one member or portion of an organization to another is known as communication in an organization. There cannot be organization without communication (p. Robbins; 1994: 242). "Human communication has primarily been conceptualized, theorized, and studied as a process of communication and interaction between and among two or more human beings—that is, person to person using language and technology as the medium." (Mowlana et al., 2018).

A sender, a message, and a receiver are all mentioned in communication theories. It can take the form of a single human being and the surroundings as a result of signals conveyed through signs, symbols, and cognition (Mowlana, 2018). It can also be defined as producing a message selected at another point at one point, either exactly or approximately (Shannon and Weaver, 1949).

Communication models are intended to demonstrate these theories with conceptual representations in order to describe the human communication process. They can be used to illustrate and improve workplace behavior. Communication is the key factor in the success of an organization. However, when it comes to its effectiveness we often find barriers. Occasionally, the message conveyed is overly complicated. This research will look at communication barriers and elements that influence communication in order to effectively settle conflict.

2.2.1. Internal organizational communication

Including all forms of communication that help enterprises, governments, for-profit organizations, and non-profits operate, develop, connect with stakeholders, and contribute to society, organizational communication is a large field. Communication is the transfer of information from a sender to a recipient who can comprehend it (Wehrich, Koontz, 1993).

Organizational communication is a crucial element of organizational climate in this aspect because communication also involves sending and receiving signals via symbols (Drenth et al, 1998). Organizational communication, in the context of a formal organization, is the process by which people elicit meaning from other people by verbal or nonverbal cues (Richmond et al, 2015).

Effective communication requires that the recipient understand the message's meaning and convey it to the sender through certain anticipated reactions (Ivancevich, Matteson, 2002). There are four directions that communication must be allowed to travel in every organization: upward, downhill, horizontal, and diagonal (Miljkovi, Riajvec, 2008). The organizational level of communication is the volume of communication that takes place within organizations. It is common knowledge that people cannot function effectively in total isolation.

Communication goes downward from the top organ to the staff. In firms with very authoritative management styles, this communication takes place (Wehrich, Koontz, 1993). To put it another way, it is the movement from upper to lower (from managers to their subordinates). Job instructions, job justifications, knowledge of practices and procedures, feedback, and indoctrination are among the messages that are delivered. Although it is thought to be effective, it frequently leads to vertical conflicts because it is a manifestation of administrative control.

The top department is the point of contact for employees. The effectiveness of downward communication and organizational communication in general can best be seen by top organ in this way (Miljkovi, Rijavec, 2008). It is the transfer of information from lower levels to higher levels (such as communication initiated by subordinates with their superiors). It is the transfer of information from lower levels to higher levels (such as communication initiated by subordinates with their superiors). The ability to coordinate and integrate activities between departments that carry out largely independent tasks is made possible by the horizontal communication that connects staff and departments at the same organizational level (Miljkovi, Rijavec, 2008).

The flow of messages between functional areas at a certain level of an organization is known as horizontal communication (this permits people at the same level to communicate directly). The communications that are transmitted aid in issue solving, information sharing across various work groups, task coordination between departments, and collaboration amongst project teams. Although time-consuming and effective, it is inefficient and, of course, can lead to horizontal conflicts.

Diagonal communication flows happen when people are not directly related to one another or on the same organizational level. According to Miljkovi and Rijavec's (2008) research, this method of communication is only employed when it is necessary to supplement other forms of communication. This paradigm emphasizes on cooperative communication; before broadcasting a new message, participants work to understand one another and come to an agreement on what each message means. Communication at this level is effective thanks to active listening. To enable efficient and effective communication in a conflict situation, it is critical that the circumstances are clearly defined and understood by all parties from the outset.

2.2.2. The importance of Communication in an Organization

When workers are aware of the task at hand, how they are carrying it out, and how to improve their performance if it isn't up to par, they are more motivated. Since it helps in the identification and evaluation of potential courses of action, communication serves as a source of information for organizational members during the decision-making process. A well-informed individual will have a better attitude than a less-informed person, for instance, hence communication is crucial in influencing people's attitudes.

Organizational magazines, journals, meetings, and other forms of verbal and written communication influence employee attitudes. When it comes to socializing, communication is also advantageous. Without dialogue, one cannot prosper.

Communication is also helpful for process control. It helps in managing the behavior of organizational members in a number of different ways. An organization's employees are required to abide by several levels of hierarchy as well as specific ideas and standards. They are required to abide by organizational policies, carry out their jobs well, and communicate any problems or complaints with their managers.

Therefore, organizational communication refers to the numerous formats and techniques used by individuals within organizations like corporations, nonprofits, and small organizations. Studies have shown a strong correlation between corporate communication levels and both job performance and job happiness. Organizational communication can take many different forms, be either official or informal, and involve a variety of processes. Briefly, communication is essential. Organizational communication can take many different forms, be either official or informal, and involve a variety of processes. Briefly said, communication is essential for leading, setting direction, reasoning, problem-solving, handling conflicts, and gaining compliance.

Organizational communication takes place in three directions: up, down, and horizontally, as I discussed in the section on organizational communication. Downward communication from the administrative and executive levels to the employees' takes place through official channels such as policy documents, rules and regulations, and organizational charts. Upward communication is started by employees and is directed at executives. It often takes the form of a complaint or a request. When coworkers gather together to discuss subjects of interest, work out issues, and exchange expertise, they are engaging in horizontal communication.

According to William Neher (1997) in his book "Organizational Communication: Challenges of Change, Diversity, and Continuity," the five fundamental goals of organizational communication are persuasion, argumentation, problem-solving, conflict resolution, and achieving compliance. Leadership plays a crucial role in enabling management to give precise, easy-to-follow directions to employees. Downward communication is the term used to describe this.

Executives can provide an understandable justification for directives using the rationalization tool. In this case, the communication is downward, but rationalization is also important to allow employees to bring problems to management's attention through upward communication.

Most organizations meet frequently to review topics like production cycles, delivery timeframes, price margins, and other areas where unanticipated events could occur and adversely affect business performance. In these sessions, organizational communication is essential for noting issues, generating ideas for solutions, and putting the finishing touches on difficulties. With this approach, a company gets the most out of every person's skills as the communication flows horizontally and frequently informally.

Talented employees may leave an organization as a result of friction, and grievances and lawsuits may also be filed. Organizational communications play a crucial role in managing conflict by bringing all stakeholders together to discuss their points of view in a controlled environment. Even though discussions may be informal, formal expressions of final judgments are typically used in this type of communication.

Employee compliance is necessary for them to adhere to instructions to the letter. Management must achieve this by taking into account proposals and input from the workforce. Although feedback or two-way communication can be delivered upwards or downwards, horizontally or vertically, and it can be official or casual, a firm must set up open communication channels in order to motivate and get the greatest performance out of employees.

Effective communication contributes to the development of a positive workplace culture. Regardless of where you are or who you are, your ability to write, listen, and communicate defines your success in life. People who can effectively communicate in writing, speaking, and listening are sought after by employers.

In an organization, communication is also essential for achieving the desired changes in the working environment, obtaining others' participation, having ideas and instructions effectively understood, and winning approval of policies.

The following components are mentioned by Tadiwos, Endalcahew, and Yasichelal (2006, p. 66–67) to emphasize the significance of communication in organizations: The smooth and efficient operation of an organization is a result of communication. The foundation of decision-making is communication, which enables proper planning and coordination. A business's lifeblood, communication provides for openness, fosters interpersonal relationships, and increases productivity at a minimal cost.

2.2.3. The impact of Poor communication in an organization

Lack of or poor communication can lead to relationships breaking down, making the path to success unstable. On the other hand, good, effective communication can show that your team is a contented, healthy entity that is contributing effectively to the organization's overall objectives. Depending on the message and the setting in which it is sent, people communicate with one another in a variety of ways. Your communication style and the channel you use to communicate both have an impact.

As a result, there are numerous diverse communication styles. Stewart and Sylvia (2006). Ideas and sentiments can only be conveyed when they are adequately depicted by symbols. Objects that represent something else are known as symbols. According to H.G. Field and Robert J. House, there are two kinds of communication (1995, p. 250). (Speech and nonverbal interaction) For the communicator and the recipients of the message, a poor or incorrect message transfer might have major repercussions.

2.2.4. Major factors causing poor internal communication

As shown in a prior study, there are numerous issues that make communication difficult. Time restraints, varying communication styles, low morale, and decreased production, a lack of innovation, recruitment issues, and turnover are a few of them.

Time is of the essence to all of us, especially at work. Unrealistic deadlines are a constant burden, and there is sometimes a great deal of emphasis placed on quantity of output rather than quality of output. It appears that we have less time to communicate effectively as a result. We enter a fight-or-flight state, our defenses spike, and it's challenging to think rationally when our emotions are high.

Verbal communication frequently occurs when we are emotionally charged and not using our reasoning brains. Instead, we can just spout our words, which is a very destructive way to communicate with those around us. We frequently take communication for granted when

time is of the essence and opt for a quick fix like sending an email rather than effectively speaking with our employees.

Like anything else, different people's needs vary when it comes to communication. The goal is to achieve the right balance for your team among the various communication channels that are available at work, which requires time to research and understand. While some people like brief messages, others want a more thorough explanation.

One individual may be negatively affected by low-morale communication, while another may like it and not need any further interaction. It's crucial that you, as a communicator, do this type of communication properly since, else, your team's morale will swiftly decline. With the development of technology, we have seen a growth in flexible, remote work, which poses an even bigger challenge for effective collaboration; otherwise, we may experience issues with the following:

It's possible that there will be more confusion, less accountability, and empowerment. Someone is held accountable when deadlines are missed, which, as we all know, causes a poor working environment, lost motivation, and, as a result, disengagement. This could also have an impact on your customers in addition to your employees, putting you at risk.

The majority of our employees' time is spent looking for resources or people who can help them. When considering this, be sure you have the communication resources set up so your staff has easy access to the data they require. When people have the means to communicate and are working together to solve a problem, innovation occurs. Yes, creativity and motivation are necessary for invention, but so is teamwork. How do you encourage collaboration and give your staff the confidence to contribute given that they might not always be in the same place?

Nowadays, social media networks let us complain about our present or former working environments in very public ways, whether it be through status updates or sites like Glassboro. Additionally, a common complaint made by workers on these platforms is a lack of communication. As a result, it's possible that you won't be able to find talent for our corporation.

Related to the previous point, it's likely that your employees will start looking for a new position if your communication channels are ineffective and they perceive a lack of communication. With regard to recruiting, hiring, and training, recruitment represents a

significant expense for any organization. Communication is the foundation of every relationship. It is crucial that you handle it correctly as an organization. In employee surveys, camaraderie and communication are some of the key areas where employers receive excellent marks, thus it is crucial to take this into account.

2.2. Communication and Organizational Culture

Culture is a powerful force within organizations. Organizational culture affects decisions, priorities, actions, and results (Martin & Frost, 1996; Schein, 1992). Although culture has been defined in a number of different ways, most people agree that it is historically and socially constructed; that it consists of shared customs, beliefs, and values that seasoned members of a community pass on to newcomers through socialization; and that it is used to influence a community's activities, production of goods, and capacity for survival (Bantz, McCorkle, & Baade, 1997; Bloor & Dawson, 1994; Linton, 1945; Ott, 1989; Schein, 1992).

Organizational culture is defined by the shared values, way of life, and anticipated behavior of its members. These concepts and standards influence both individual and group actions within the organization. Another definition of organizational culture is the group's common viewpoints, attitudes, and values (Brown, 1998: 7). Organizational culture defines these as "hypotheses and beliefs that exist in the organization's consciousness, acting subconsciously, accepted without question, influencing how the organization perceives itself and its environment, and shared by organization members."

According to Schein, culture is a group of unquestionably held beliefs and expectations about the organization and its surroundings that are not tangible or observable, or, to put it another way, not objective. With these qualities, culture represents the internal, secretive part of an institution that cannot be seen from the outside (imşek, 2007: 108). According to these definitions, organizational culture can either be an organizational asset or a weakness.

The most important strategy for managing cultural integration, according to the literature, is communication since it enables executives to remind staff members of the organization's values and why they are important. Organizational communication is essential for the interaction between managers and staff. Management, interpersonal, and other forms of communication are all a part of organizational communication, which carries policies, strategies, instructions, and information across the organization. In a positive organizational culture, there is consensus on values and procedures. If there is regular debate, contact

between organizational members, and the use of social media to achieve consensus and reduce divergences, the communication climate in the organization is likely to improve.

The ability to carry out coordinated tasks at all levels is improved by the congruence of concepts and practices (Denison, 1990). Exact knowledge of the goals, policies, strategies, values, and practices of the organization helps with communication. On the other hand, established and firmly held principles and practices offer feedback on organizational and individual behavior as well as prompt reactions to any deviations. Therefore, it is more likely that an organization with a strong culture will have better organizational communication.

Organizational communication provides guidance for the employees as a whole. It delivers all information, clarifies any ambiguities, offers direction, and inspires everyone to work toward the organization's goals. It fosters collaboration, lessens friction, and enhances working relationships.

2.2.2. The relationship of internal organization culture and Intra-Organizational Conflict

The workforce is becoming more and more diverse on a daily basis as a result of the world's rapid economic development, the emergence of multinational corporations, strategic mergers, and workers from a variety of backgrounds, educational levels, ethnic origins, and cultural backgrounds.

This heterogeneity manifests itself as a significant rise in the likelihood of problems, miscommunications, tensions, and workplace disputes. Additionally, it increases workload and workplace stress. As a result, managing conflicts becomes more crucial every day for maintaining management discipline. One of the biggest reasons of conflict nowadays is culture (Deirmenci, 2008: 42).

Culture has a big impact on how conflict is resolved. Numerous literary works have addressed how culture affects how people interact with one another. Leung and others examine the importance of accountability qualities, as well as procedural justice, equity, and properties in the decision of conflict resolution technique, in accordance with studies by Kaushal and Kwantes (2006). Power ranges are a part of every relationship between people to some extent. The extent and appearance of this power varies between cultures, influencing not just the nature of the conflict process but also the techniques used to manage it (Holt and DeVore, 2005: 168).

There would be ample freedom in organizations with flexible organizational cultures for members to easily communicate with one another. Conflict between employers and employees often arises from behavior that is not humanistic. It is possible for senior officials to act unethically because of the employees' fear of them and their own personal reasons for low self-confidence. In addition to all of this, employees who are arguing with one another at work are more likely to talk about it. By engaging in actions like seeking a common ground or showing empathy, the encountered difficulty could be remedied before becoming out of hand (Yirik, 2011:84).

2.3. Communication and Organizational Structure

The organization's structure determines the nature and purpose of its operations. Additionally, structure establishes how an organization's components work together, as in an organization chart. (2006), p. 15 (Aarabi). According to Davelas (2002), "the architecture of channels of communication influences the level of engagement among members of an organization."

The goal of organizational structure is to organize and coordinate employee behaviors in order to accomplish organizational objectives. The foundation of organized effort is the idea that groups of individuals may do more than they can alone by cooperating. However, the labor needs to be organized if the benefits of group effort are to be achieved (Aarabi, 2006, p.15). The way in which an organization is divided, organized, and coordinated is known as its organizational structure (Aarabi, 2006, p.15) Increased understanding and more meaningful relationships are the results of effective communication within organizations and between individuals (Tseng & Lee, 2011).

A key component of organizational strategy is effective communication and information exchange between management and employees in order to effectively engage employees in the organization where they work. To encourage employees to engage with the organization as a whole should be the main goal when developing a communication policy or plan. The need of having a thorough understanding of the various structures and procedures involved in communication within an organization must be emphasized.

According to Huczynski and Buchanan (2001), organizations frequently struggle to persuade employees to effectively advance the organization's goals. They cite research done by Katherine Burke (1999), who came to the conclusion that communication in organizations is not given appropriate attention, which leads to absenteeism, turnover, low productivity, and workplace conflicts.

The idea that strong communication is crucial in organizations systems from the idea that informed employees who comprehend organizational decisions are more likely to support them. They are more like to agree to demands or modifications made by management. The flow of communication both up and down the organizational hierarchy has an impact on the effectiveness, decision-making, and morale of organizations; hence communication is an essential component of organizational processes. As a result, modern organizations are thought to be built on excellent communication (Witherspoon, 1997; Von Krogh e al., 2000).

2.4. Internal organizational conflict

Conflict can be defined in a variety of ways. Conflict is the result of social interaction and a situation in which players' (individual or group) interests and behaviors are in direct opposition to one another and prevent or hinder the achievement of their goals (Jambrek, Peni, 2008, 1199). Additionally, conflict is the process in which Person A consciously attempts to obstruct Person B's efforts with some sort of blockage, so preventing Person B from achieving his objectives or furthering his interests (Robbins, 1995).

Variations between individuals and groups produce conflict as a normal byproduct of social activity; conflict is possible owing to cultural and lifestyle differences everywhere there are humans (zkalp and Krel, 2001: 396). Therefore, conflict is a notion that not just management or organizational psychology but also many other academic domains like sociology, anthropology, and economics pay attention to (Asunakutlu and Safran 2004: 27). The majority of interpersonal conflicts are caused by the traits of the formal or social systems to which people belong.

(Eren, 2000: 379; Stoner, 1978: 348; KInç, 1985: 114; Robbins, 2001: 387; Newstrom and Davis, 1993: 226-228; Tulu, 1996: 29) Statues and power, bureaucratic reasons, participation to planning, social, a rewarding system that is unjust, manager not being acknowledged in the workplace, hierarchic structural order, functional dependency, role uncertainty, low performance, organizational change, and organ.

Organizational conflict arises when members act in ways that are incompatible with those of their network members, people from different collectivities, or those who are not affiliated with the organization but use its services or goods (Rahim, 2002). Conflict is viewed by the same author as an interactive process that manifests as dissonance, disagreement, or incompatibility inside or between social entities (individual groups, organizations, etc.).

There are numerous barriers to direct and open communication among employees, which increases the likelihood of conflict. Conflict might be avoided or had a negligible influence if organizations use direct communication in a timely manner. Everyday conflicts arise, and effective conflict management is a critical component of organizational success. Finally, conflict is a reality of life, and if we can understand conflict and how it affects our ability to work effectively, we can turn conflict into an asset and improve our performance at work, or we can prevent conflict from occurring in the first place and jeopardize organizational integration.

2.5. Types of internal organizational conflict

Conflicts aren't always bad. Conflict can inspire fresh approaches to issues and boost innovation within an organization. Organizations should therefore encourage healthy conflict and limit unhealthy conflict.

Conflict is categorized by Robbins (1983, p. 423) as conflict within the person, conflict between individuals, conflict between groups within the same organization, conflict between organizations, and conflict between individuals in unrelated organizations.

Personal Conflicts: These occur when someone is unsure of what is expected of them or is asked to do more than they are capable of, which causes discomfort and tension for the person (Ertürk, 2000: 219).

Conflict amongst people: are disagreements between two or more people on a variety of topics. The primary causes of this are the disparities in aim, techniques, information, data, and individual value assessment (Akat et al., 2002: 405).

Conflict in Group: These are typically categorized as interpersonal conflicts. However, unlike interpersonal conflicts, in-group disputes are characterized by the presence of group cohesiveness and a shared vision. According to the theory that group behaviors differ from individual behaviors, group dynamics play an interesting role in conflicts. Conflicting groups within an organization may result in a lack of coordination and ineffective work (Callahan and Fleenor, 1988: 202; Johnson and Johnson, 1994: 4-20; Rahim, 1992: 101).

Differences in Group Identity: Problems between worker groups that report to the same department leaders are the main cause of group identity conflicts (Eren, 2000: 535).

2.5.1. Sources of conflict in an organization

Organizations frequently experience conflict. We must comprehend the various roots of conflict in order to successfully settle it. Debra L. Nelson (1994, p. 395) states that there are two major categories into which conflict sources can be divided: structural variables, which result from the structure of the organization, and the way work is carried out, and personal factors, which result from personality differences.

2.5.1.1. Structural factors

Specialization, interdependence, shared resources, goal discrepancies; authority connections, status inconsistencies, jurisdictional ambiguities, job overload, and communication gaps are some of the factors that contribute to conflict within an organization's structure.

Due to people's lack of knowledge of one another's responsibilities, highly specialized occupations might produce conflict. Employees are more likely to develop extensive knowledge of a number of activities or become experts in a particular occupational responsibility. Conflicts may arise when specialists make up the majority of an organization's workforce since no one is aware of the duties of the others. For instance, the receptionist at a camera repair shop might tell you that your camera might be fixed in an hour. The technician will need a week to complete the repair, but the receptionist sets an arbitrary deadline because she isn't familiar with the technician's line of work, which will lead to conflict.

Task dependency, or the need to depend on others to do their jobs in order to achieve a goal, is another factor that can lead to conflict. Interdependence refers to how much an employee depends on another employee to complete their work. Everything would be alright if everyone had separate objectives that had no bearing on one another. Many organizations don't operate that way.

For instance, the communication department may be tasked with developing talking points to assist front-line staff in answering inquiries from customers. The communications department must wait for engineering to supply product specifications that are crucial to the final message because they are equipped to give clear instructions but may not be the subject matter experts. If those specifics are omitted, the communication department will not be able to meet its deadline for distributing these speaking points so that their front-line workers can answer inquiries.

A first-, second-, and third-shift assembly line operates similarly. The end of one shift is the beginning of the next. All three teams should adhere to the same criteria for their labor, output, and cleanup. Conflict with the other two teams results if one team deviates from those criteria.

Conflict is always a possibility when many parties are required to share resources. Money, time, and other resources are frequently in short supply. Conflict frequently results from rivalry between individuals or departments over scarce resources.

For instance, expensive resources like cutting-edge laptops and devices like the BlackBerry or iPhone may be distributed to employees based on their actual need in some organizations.

Conflict may develop between employees or between employees and management when certain employees have access to these resources while others do not. Employees with customer contact, such as sales reps, may argue that these devices are critical for them to make a favorable impression on clients, even if technical employees may feel that these devices are essential to their productivity. This is one source of conflict that many organizations have to deal with because crucial resources are frequently scarce.

Different work groups may have objectives that are incompatible with one another. When two parties believe their objectives are incompatible, conflict results. Because department leaders and employees are paid differently, conflicting goals can develop within an organization. For instance, a reporter's bonus can depend on how deeply they look into issues and report them to the media.

People may therefore be tempted to provide more services in order to receive more compensation. In contrast, a transportation reporter's pay may be determined on the amount of money the organization saves on transportation. In this instance, the objective might be to stop the extra productions because they are expensive. The two will fight until the organization ends the disagreement by altering the pay structure.

For instance, if the organization awards bonuses based on a sale's profitability rather than just its cash worth, the cost of expediting would be deducted from the output's value. If the output is sufficient, it might still be advantageous to expedite the order, and both sides would be in favor of it in that instance. On the other hand, neither party would be in favor of the extra expense if the expediting undermines the value of the result.

A hierarchy or a boss who is superior to the employee comes to mind when thinking about the nature of a traditional boss-employee relationship. Between managers and employees, there is frequently unspoken friction. This is due to the fact that most people detest being told what to do. Overly tight managers frequently have conflicts with their staff, which is why team approaches and empowerment strategies are becoming more and more popular.

There might be a significant status differential between management and non-management employees in some businesses. Managers frequently receive benefits that aren't available to other employees. For instance, managers might benefit from flexible scheduling, free long distance calls for personal use, and extended breaks.

If you want to know who is truly important in the business, just look at the parking lot signs and keep an eye on how close the parking is to the office building; the bigger the sign and the closer it is to the building, the greater the status of the incumbent. To lessen disputes brought on by rank discrepancies, some organizations are adopting a more egalitarian appearance.

That is a case of ambiguous organizational responsibility lines. When the lines of authority within an organization are unclear, jurisdictional ambiguities develop. Employees often assign undesirable work to the next person when it is unclear who is responsible for what. Consider the times you've called a corporation or a government agency and had to go through many people and departments before getting help. Job descriptions that are in-depth can aid in removing jurisdictional ambiguity and the conflicts that result from them.

When what is being stated is not correctly and fully transmitted to the addressee, there is a communication gap. Issues related to communication, such as incomplete information exchange, background noise, and semantic discrepancies resulting from selective perception and background differences; although there are many various circumstances that might lead to organizational conflict, poor communication is frequently its basis.

Employees may feel as though they don't have a voice (lack of open discussion), expectations may not be properly stated, or someone's tone of voice may be misunderstood. Whatever the situation, misunderstanding is frequently the root cause and may be avoided by using the right techniques and procedures.

2.5.1.2. Personal factors

Skills and abilities, personalities, perspectives, values and ethics, emotions, and communication hurdles are some of the factors that lead to conflict that result from individual variations.

Members of a department or work team have varied degrees of skills and abilities. Conflict may develop, for instance, when an experienced worker is made to work with a novice who lacks practical expertise. In other words, the nature of interpersonal relationships can be significantly influenced by human characteristics, talents, and abilities. Individual dominance, aggression, authoritarianism, and ambiguity tolerance all appear to affect how someone responds to prospective conflict. In fact, these qualities may influence whether conflict arises at all.

Personality conflicts are frequent in work. One of the more difficult personality qualities to control is abrasiveness. Typically, hardworking and goal-oriented, but judgmental and uncaring of others' feelings. Other personality traits that might cause conflict include laziness and gossiping. A personality conflict can also be brought on by disparities in personality, attitudes, and beliefs. Some people just don't get along, don't view things the same way, or just have different perspectives on things (Whetten & Cameron, 2012).

Each individual is unique from the others. Each employee has a unique set of personality qualities and physical characteristics. Conflict inside the organization may result from the behavior, conduct, and attitude of the employees as a result of this.

One of the key factors causing the conflict is individual differences. Conflicts at work can often be largely attributed to personality differences. You're more likely to have difficulty with the person you work with if you don't realize that they have a different personality. Simply put, you function better in one way while the other person functions better in a different one.

When two or more employees have divergent working styles, there may be conflicting perceptions. They might view the same incident from radically different angles. What may happen if the organization hired a new administrative assistant is illustrated by Bell (2002). A different employee may see the new hire as an insult, while another may see it as a benefit (an extra pair of hands to help finish the job) (a clear message that the current associates are not performing adequately).

Memos, performance reviews, organization rumors, hallway remarks, and client feedback are all examples of places where opposing viewpoints can be discovered. What was meant is lost in the bustle of responses to perceived wrongs (Bell 2002). Conflict and resentment can develop when one department is thought to be more essential to the organization than the others (Hart 2009).

Employers and employees often view things differently, which leads to a great deal of organizational friction. For instance, a management might believe that a worker is under performing, but the worker might believe that the work is being done to the highest standard. It is the responsibility of an employee to live up to his manager's expectations, but if those expectations are not clear, conflict may result. Managers must take the time to clearly explain their goals to staff members and clarify those goals in writing. A manager should have regular meetings to review the goals and the best ways to achieve them, as well as encourage her staff to raise questions regarding their objectives.

Just like in their personal lives, employee values vary in the workplace. It is typical to notice a divergence in values when there is a generational gap. For instance, younger employees could have different workplace ideas than more experienced ones. Employee conflict is often brought on by a failure to accept those differences rather than a clash of values.

If employees are unwilling to acknowledge the distinctions, coworkers may make fun of each other's personalities and backgrounds. Because of this, the argument intensifies until a workable solution is proposed and accepted.

Workplace discrimination breeds rumors, mistrust, and eventually confrontation (Hart 2009). In the workplace, employees must develop their ability to accept diversity and work together as a team. All levels of the organization's staff are required to make judgments on what they deem to be proper or improper. For instance, would you feel compelled to warn someone about potentially dangerous news reported by your media or would you want to keep it a secret? How would you react if a manager or coworker in the office committed petty theft? Social values have an impact on ethics to some extent. According to societal norms, some behaviors are improper.

But people frequently have to decide for themselves what is appropriate and what isn't. This is especially true when people encounter "gray zone" circumstances where morality is debatable or unclear. A specific act might not always be prohibited. Furthermore, one's

friends and coworkers could have different ideas of what is appropriate. People must set their own standards of behavior in these situations.

Another frequent communication mistake that causes conflict in the workplace is letting feelings get in the way of rational decision-making. I've seen otherwise capable leaders put obtaining their goals last in favor of dominating others emotionally (not that they always understood this at the time). Have you ever witnessed a worker explode in rage and draw a nasty line in the sand in the heat of the moment? If you had, you would have observed someone who was more focused on their feelings than on the future. Workplaces are emotional environments, and it is crucial to control these emotions for the wellness of both individuals and the firm as a whole.

When an employee feels underutilized, sees few or no prospects for progress, dislikes his work, or believes he must compromise his morals to keep his job, he becomes demotivated and experiences emotional turmoil. The corporation might like to continue with its original vision and practices, whereas an employee might wish the organization to progress towards wider frontiers and make significant contributions to society.

Employee and leadership miscommunication is the biggest contributor to emotional conflict. Employees experience a tremendous degree of depression and anxiety as a result of employers placing unreasonable demands on them and failing to adequately communicate problems. This creates friction within the firm.

Human interactions depend on emotions, which can be productive if they are balanced with logical thinking. When you respond to a situation solely out of emotion, things can go south very quickly. People frequently engage in physical altercations at work that they otherwise wouldn't have.

Therefore, if we frequently respond solely on our emotions, we should assess whether this is increasing or decreasing workplace conflict. You want to make sure that everyone understands exactly why you are irritated; therefore, you must counteract every emotional response with rational explanation.

A breakdown in communication is one of the most frequent causes of conflict at work. This could happen as a result of poor communication or different communication strategies. For instance, management could transfer a worker's responsibilities to a colleague without informing the worker of the change. The employee might feel misled as a result, which could

foster animosity between the two workers and management. Lack of communication might lead to employees making erroneous assumptions and falling for office rumors. Conflict is a byproduct of poor communication, which also decreases staff morale and productivity.

The act of communicating is difficult. Conflict is frequently sparked by communication barriers. It is simple to misunderstand another individual or group when two-way communication is hindered. Such misunderstandings harm the health of an organization. Effective coordination of efforts and activities is hampered by insufficient communication. Misunderstandings of the messages might start and grow as a result of language barriers and selective interpretation.

An efficient communication network can minimize or even completely eliminate conflicts brought on by a lack of good communication or by any other communication gap or barrier. How well we communicate is a key component of both conflict management and resolution. Conflict resolution will be easier and more successful when people use excellent communication. In order to better understand internal organizational communication, culture and conflict resolution practices at Harari Mass Media Agency, the study aims to look into these topics.

2.7. Conflict Resolution Strategies in an organization

A key indicator of a media practitioner's success is their ability to resolve conflicts. Every dispute calls for expertise on the side of media professionals. The role of the media practitioner is to encourage healthy conflict and to stop or end unhealthy conflict. Sometimes a manager may want to use stimulation strategies to enhance the amount of rivalry and conflict at work. Techniques for conflict resolution are used when they have a negative impact on the situation. The tactics used to address these issues include confrontation, arbitration, negotiation, mediating conflict, punishment, withdrawal, avoidance, compromise, collaboration, court orders, and discussion.

By adhering to these rules, we can prevent conflict through confrontation. As we communicate, be clear and concise, but move quickly and effortlessly. Know the fundamentals of the conduct you are challenging, but avoid appearing to be an authority. In our interaction, be precise and clear. Challenge actions, not principles. Pushing your values will probably not be successful. Care asks the person clarifying questions (such, "How do you evaluate your current behavior?") and expresses your interest in them whenever possible. Express how we feel about the conflict. Consider the person's attributes rather than their

flaws. Conflict behavior in a helpful and constructive way. Make an effort to keep the argument focused on the particular behavior that was seen. Continue being aggressive. Do not even allow the person to become defensive in response to our actions. Focus on the problems. The cornerstone to any conflict or collaborative process is healthy communication; therefore, don't let the other person introduce too many external situations and justifications.

In the arbitration procedure, a neutral third party serves as a judge and is tasked with settling a dispute. The arbitrator renders a binding decision following hearing arguments from both sides and the submission of relevant evidence. Almost every aspect of the arbitration process can be agreed upon by the parties, including the evidence standards to be used and whether or not attorneys will be present at the hearing. Arbitrators render decisions that are typically secret and unassailable.

Conflict resolution strategies include negotiation and compromise. It is a technique for settling a dispute amicably or coming to an agreement. It makes sense that people want to reach the strongest conclusion for their position in every discussion. On the other side, a good outcome depends on the ideals of fairness, reciprocity, and maintaining a relationship.

Numerous situations necessitate specific negotiating strategies, including those involving international relations, the legal system, the government, labor disputes, and family relationships, to name a few. On the other hand, general negotiating skills can be learned and applied in a number of contexts, and communication is the cornerstone of a successful and fruitful negotiation process. We may resolve problems between us pretty well by using good communication and negotiation abilities.

Another strategy for resolving conflicts is mediation. A neutral third party helps disputants establish their own agreements as part of mediation's goal. A professional mediator works with the opposing parties to comprehend the motivations underlying their perspectives rather than imposing a solution. Parties can express themselves and completely examine their difficulties in great detail during mediation. By engaging with parties both collaboratively and individually, mediators can try to assist them in reaching a long-lasting, voluntary, and non-binding agreement; all of these efforts are very communal.

When one of the opposing parties decides to withdraw from the discussion and accept the other viewpoint, this is referred to as withdrawal. Sometimes, one of the parties will choose to remain mute in order to completely avoid the argument. This approach functions best when

one of the disputing parties is emotionally charged or angry. Therefore, postponing any conflict resolution offers the parties concerned an opportunity to cool off before returning for a more significant resolution.

The accommodation strategy is used when there seems to be a culture of mistrust or trepidation among the persons involved. And nobody is eager to contribute to the peacemaking process. In these kinds of circumstances, one of the parties can take the initiative and try to make things more amicable by speaking kindly and emphasizing areas of agreement while downplaying areas of disagreement. By building a sense of trust in the parties involved and encouraging them to come forward and confront the issue, this can serve as a catalyst to relieve the tension between them.

Similar to an ostrich with its head in the sand, avoidance is the denial of confrontation. The avoider typically sidesteps an issue by shifting the conversation or withdrawing from the argument. This is a deliberate tactical response that, under some circumstances, may be successful. For instance, a business might ignore minor concerns from unhappy clients. In partnerships, avoiding conflict may result in less enjoyment, but it can also bring stability and predictability.

The process of settling legal problems through the courts and civil justice system is known as litigation (court judgment). Litigation may be used to force the opposing side to cooperate. A lawsuit was filed in a court of law to start it all off. There must be strict adherence to procedure, discovery, and the presentation of evidence. Your deposition will be requested by the opposing counsel so that they can learn more about the facts as you perceive them and your position in the case. There may be multiple court appearances required for you and/or your attorney. The judge or jury will make the decision for you at a trial if the parties are unable to agree on how to resolve the problem.

A discussion is defined as an effort made by a group of two or more individuals to share ideas and engage in reciprocal critique that is both serious and lighthearted. It is an interactive exchange of ideas in which participants explain their viewpoints, express their thoughts, and concur with the ideas put forth. Open dialogue among many people fosters new debate and accounts regarding a contentious topic since it is characterized by respect, vulnerability, and empathy. As a result, it plays a crucial role in preventing conflict and promoting a positive work environment.

2.7.1. How to resolve organizational conflict through communication

Here are five strategies for resolving disputes and fostering better interactions between coworkers. Set clear expectations, deal with difficulties right away, cultivate active listening abilities, make use of neutral words, unguarded body language, and Respect and acknowledge individual diversity.

It is important to respond fast to settle disputes when they emerge between team members. Accept disagreement and start working on a solution right away rather than avoiding it or ignoring it. The problem needs to be resolved right away and openly.

Fast resolution keeps a sense of harmony in the workplace, and Erin Wortham, director of talent at Headspring and former people engagement manager at Insights Learning and Development, recommended leaders to promote open communication during these discussions. Similarly, Cornelia Gamlem and Barbara Mitchell wrote in their book *The Essential Workplace Conflict Handbook* (Career Press, 2015) that uncovering the root of a problem necessitates candid interactions and a little bit of investigation.

Gamlem advised asking a variety of questions, including open-ended, closed-ended, factual, and opinion-based inquiries, to obtain accurate information.

One of the most crucial things a team can do to promote better communication is to manage expectations, both in terms of what you expect from others and what they expect of you. Anything that you or your coworkers need from one another should be plainly stated and specified. Employee comfort can reduce the stress that can lead to conflict by letting them know what is expected of them.

Although you could be hearing what your coworkers are saying, are you really paying attention to them. When others are speaking, especially in a group context, people frequently let their thoughts wander and fail to fully pay attention to what is being said. It is simple to read a message and promptly forget about it, even in digital communications. Gamlem underlined the value of fostering an environment in which individuals respect one another.

It may really affect how frequently disagreements emerge and how they might be avoided, she said, adding that listening is a skill that is underappreciated.

Conflict can sometimes be beneficial if handled properly and with good listening skills. According to Lindsay Anvik, an organization coach who focuses on efficiency and

leadership, "differing viewpoints and ideas can result in amazing inventions." "Maintain an attitude of tolerance for those whose beliefs differ from your own. This enables us to view things differently and determine when to advocate for your concept."

It is normal to desire to cut you off during a fight, but doing so simply makes it more unlikely that the issue will be resolved. Give yourself (or those involved in the conflict) some time to collect your thoughts. Speak in a collected, amiable tone when handling the conflict.

Separate the other person from the issue by using neutral language. To prevent the other person from feeling attacked, it is preferable to communicate in "I" language rather than "you" language. For instance, it will be more beneficial to say "I feel undervalued in my job" than "You don't appreciate my work." Using the pronoun "you" will simply make the other person defensive, which is not good for resolving conflicts.

Do not really undervalue the influence of tone and body language in addition to carefully selecting your words. Conflict often escalates because of how something is said rather than what is being said. To convey your eagerness to settle the dispute and come to an agreement, keep your body language open. This can encourage everyone else in the conflict to act calmly and openly because people tend to imitate those around them.

According to Wrotham, different points of view, actions, and working methods can lead to numerous conflicts and misunderstandings among coworkers. Work on being more conscious of the variations in how you interpret a situation if personality conflicts are the main source of many of your team's issues.

"Recognizing that other individuals can interpret the same event in different ways is crucial to remember to resolve disagreements when they emerge, whether it be how a meeting was handled, how a plan was deployed, or how stakeholders were involved," Wortham said. Building bridges of understanding can be facilitated by being aware of your preferred method of communication and being able to identify that of others.

According to Mitchell, "each of us uses our own experiences, values, individual variability, and culture to perceive and experience the world in distinct ways. "Based on our individual experiences, we each attach meaning to what we have heard or seen and form conclusions. It is simpler to start having conversations that settle workplace issues once differences are acknowledged." Addressing the issue right away, establishes clear expectations, use active

listening techniques, use neutral language and open body language, and respect individual diversity to resolve organizational conflict.

2.7.5. The role of communication in resolving conflict

The tiniest word or action can start a conflict, which can then lead to harmful reactions and actions. Relationships can suffer, and even end, from unresolved or improperly handled dispute. However, if handled well, disagreement can help build stronger, deeper relationships and resolve lingering issues and worries rather than having to be destructive. Both at home and at organization, having effective communication skills is essential for conflict resolution.

According to Cullinan, effective communication, empathy, adaptability, and maturity are necessary for conflict resolution (1996, p.327). Therefore, companies must make the most of communication in both daily operations and conflict resolution techniques. This was the rationale for the researcher's proposal that this paper look into organizational culture and how communication is used in the Harari mass media agency's organizational conflict resolution process.

2.7.6. Factor that Affects Communication to Resolve Conflict in organization

Communication issues have a role in almost all confrontations as both a cause and an impact. Poor communication can easily lead to miscommunications that can start a quarrel or exacerbate one. Additionally, once a conflict has begun, communication issues typically arise because parties to the conflict do not interact with one another as regularly, honestly, or correctly as they do when relations are not tense. Thus, the majority of conflict situations revolve around communication (Stewart and Sylvia; 2006:212).

According to the same scholar, communication is influenced by eight key factors: Lack of communication channels/avoided communication, failure to listen actively, misinterpretation of communication, failure to appreciate an adversary's perspective, linguistic disparities, misinterpreted intentions, inaccurate and excessively hostile stereotypes, and status discrepancies.

Even in everyday situations, people frequently say things that are not understood in the way they intended. When people use diverse definitions of the same word, communication within organizations suffers as well. When technical terms or jargon are utilized, such a misunderstanding occurs. Additionally, individuals may purposefully misrepresent the true

meaning of words. Although it happens frequently in communication, miscommunication can have negative effects on an organization. Consequently, messages must be adequately planned, and a feedback system is necessary.

Depending on factors including cultural background, economic status, and religious views, people frequently experience conflict from quite different perspectives. The likelihood of miscommunication and incorrect message interpretation increases when persons from various cultural backgrounds converse. Large organizations typically employ a workforce that is multicultural. They also work with a variety of nationalities. An organization may find itself in a very difficult situation as a result of misunderstood messages. There are procedures that organizations can take to prevent this issue.

Even when professional translators are employed, it can be challenging for them to convey complicated feelings and emotions as clearly as they were originally uttered when disagreements involve parties who speak different languages (or even dialects). Dialects are a prime illustration of linguistic diversity. We only utilize a certain number of words because the brain only has so many neurons. As a result, words might signify different things depending on the situation. Depending on the dialect, a word may have a varied meaning.

If the meanings and context of uttered words are not made clear, this could result in amusing conversations between people. If we get this strange emotion, we might want to confirm the other person's genuine intentions. Both statements and motives are susceptible to misunderstanding. When parties are at odds, there is a propensity to believe the other side's motivations are evil, even if they are not. For a variety of causes, the interpretation of motives is warped.

Psychological indicators like beliefs, preferences, and dispositions cannot be readily inspected, in contrast to pronounced physical characteristics. The fact that we judge someone's motivations based on the information and actions they choose to provide to us or based on how they choose to publicly display themselves complicates analysis. Accurate motivation interpretation is made more difficult by the fact that most persons do not present the same "public" persona as they do in private.

Conversation problems frequently result from persons believing they already know everything there is to know about their adversaries and that additional communication is unnecessary. Exaggerated and overly angry opponents are shown in yeast images as being

more severe and provocative than they actually are. Our propensity to exaggerate the degree of correlation between group membership and psychological characteristics leads to stereotyping. Even while there might be a connection between group membership and psychological traits of members, it is considerably less significant than we might think when we speak on autopilot.

People today employ a wide variety of communication mediums. The same is true of businesses, particularly large ones. Employers find it challenging to ensure that they use the appropriate channels to inform their employees and deliver pertinent information in a timely way because of the complexity of the communication environment. Conflicting parties usually lack effective communication channels inside an organization. This can be due to a lack of motivation to communicate, fear of getting in touch with their rivals, or a lack of resources. The parties may decide to stop speaking as a form of protest after a particularly annoying episode.

We pay attention when someone speaks. Contrarily, we are far too frequently deafeningly silent. Listening is an active search for meaning as opposed to hearing, which is passive. While listening, the sender and the recipient are both thinking simultaneously. There should always be two methods to communicate. Additionally, listening is frequently far more significant than speaking. However, a lot of businesses continue to underestimate the value of employee input and the significance of fostering employee voice. A happier, healthier, and more engaged workforce benefits those that promote and foster an open communication culture in the workplace.

It has to do with power, and organizational structures provide another hurdle to employee-employee contact. Upward communication is more likely to be skewed than horizontal or downward communication since the employee relies heavily on the management as the main link to the organization. Communication between two parties may be hampered if they are in different positions in the hierarchy. We occasionally witness people going too far in an effort to uphold the formality of the organization.

For instance, leaders typically give any message from their subordinates less consideration. In order to minimize the labor and responsibilities, subordinates also strive to avoid following any instructions from superiors.

2.8. Theoretical framework

The theories that informed this study were organizational communication theory, organizational culture theory, communication models and theory, human relations theory, and conflict resolution system theory.

People in this era started to pay more attention to social concerns that affected employees in their job in organizations after years of utilizing Fredrick Taylor's scientific management, which treated people as components of a machine. The idea is that group dynamics at the departmental level must be informed by healthy leadership (Markert, 2008). With the idea that knowledge motivates because an informed employee is more involved and thus more productive, the theory focuses on keeping communication channels open inside an organization and making sure that communication between managers and employees flows continually (Markert, 2008).

Between 1930 and 1940, in America, the decade after the Great Depression, developments took place that gave rise to the human relations theory. Building and maintaining dynamic, harmonious connections is the central priority in all organizations, according to the Human Relations Theory (Okumbe, 2007). On Cultural Organization Theory, Clifford Geertz and Michael Pacanowsky worked together. This perspective holds that culture is like a web and that for culture to flourish there must be shared meaning, understanding, and a sense of producing (Griffin 2012). He continues by saying that culture involves using the same language and upholding the same traditions.

Griffin (2012) asserts that Michael Pacanowsky was the one who applied Geertz's ideas to the context of organizations. Griffin (2012) cites Pacanowsky as believing that businesses create their own websites and that this process involves communication. This indicates that as employees interact with one another, they create common meanings and, as a result, an organization's culture.

Stories are used to convey meanings, and there are three types of stories that fall under this category: corporate stories, which may contain information that management wants to share with employees; personal stories, which are tales that employees tell to one another; and factory stories, which are tales that employees tell to one another (Galvan 2014). Both joyful and unhappy stories of this later variety are possible. The two theories were applicable to this study since agencies are made up of people who must collaborate in order to accomplish their organizational goals.

To achieve the agency's goals and prevent internal disagreements, there must be open communication amongst agency members. This study's objective was to determine whether there were any workplace disputes, which are bound to arise when people interact. To achieve this, it is necessary to apply human relations theory, which calls for making employees feel important in the achievement of all agency goals through communication. This is so that strategies can be implemented advantage of the idea's promotion of two-way communication between employees and employers to win over their subordinates (Lard bucket, 2012).

The Hawthorne Effect: We can connect without words sometimes. A common model of systematic organizational conflict resolution exists that can be utilized to suggest improvements from the standpoint of organizational communication. A fresh theoretical viewpoint on social complexity and an interpretive view of organizational communication are coupled to study the model of dispute resolution processes at the macro-level.

The dual role of communication and the arena model are utilized to highlight the shortcomings and potential for development in traditional conflict resolution system thinking. It was found that the conflict management system represented a somewhat constrained understanding of modern conflict resolution. It is founded on a mechanistic understanding of organizational communication, which, according to our argument, is problematic for organizational conflict management both philosophically and practically.

A novel framework for strategic conflict management is offered, and the differences between conflict management systems and approaches based on social complexity are underlined. In either case, the system routes communication via it and the communication through the system. If we do not communicate, we can't accomplish anything. When we discuss organization, we also discuss communication. Communication is the foundation of all organizational and personal activities.

The student researcher intended to investigate organizational culture, communication, and conflict resolution techniques because of this.

2.9 Conceptual approaches of Conflict Resolution

Conflict inside an organization becomes more sensitive as a result of a series of events, and this affects all interactions between its members, departments, and groups. Organizational conflict is therefore inevitable and inextricably tied to effective organizational performance (Lewicki and Spencer 1992).

Organizational conflict can take many different forms, such as disagreements or incompatibility between individuals or organizations (Rahim 1985). By handling organizational conflict well, businesses can reach new heights of creativity, innovation, and competitiveness. Conflict models provide a conceptual framework for conflict resolution by outlining the steps and procedures used to address conflict within an organization (Patchen 1970).

Through fostering friendly rivalry, organizations foster conflict. However, by harnessing the innovation and creativity of people from various backgrounds, this is an illustration of a constructive conflict that can be leveraged to affect change in organizations. When hiring new personnel for highly top roles, organizations run the risk of escalating conflict. These new hires completely disrupt the organization, messing up all of the established standards, processes, procedures, and leadership practices.

It is also important to keep in mind that firms typically loathe hiring people at very high levels and instead prefer to groom employees internally through effective succession planning. On the other hand, outsider induction is usually viewed by organizations as a deliberate strategy to bring about change by igniting healthy disagreement.

Because conflict is stimulated, organizations may experience a dysfunctional conflict, which harms efficient operation. At this point, maintaining control of the conflict is essential. The most popular conflict-control strategy is increasing the available resources to foster collaboration among interdependent groups. In order to redirect employees' attention away from dysfunctional conflicts, organizations also set higher goals and make an effort to create work groups with similar personalities and habits.

Strategies for resolving and eliminating conflict are put into practice when conflict-related tensions obstruct workplace activity, making it hard to achieve goals and objectives. Conflict can be resolved in these circumstances through avoidance, smooching, and compromise. The

organizations' main objective is to avoid harmful confrontation, regardless of the technique utilized to mediate a conflict.

Conflict among organizations is frequently sparked by information gaps. People struggle to properly organize their priorities and activities in order to accomplish their goals and objectives when their comprehension is unclear. Therefore, improving the system of internal communication and clearing up misunderstandings results in more fruitful interactions.

This is not intended to be taken as a warning to use the stick. Instead, it should be seen as an effort to inform individuals of the risks associated with maintaining a culture of conflict. Through open information exchange and glass-walled management methods, conflicting personnel are routinely transformed into valuable contributors to business goals and objectives. As a result, it's a great illustration of a more effective conflict-resolution strategy.

CHAPTER THREE

3. METHODOLOGY

3.1. Introduction

The study methodology employed, the method of sampling, the data sources, and the tools used for data collecting during the inquiry. It then discusses how the research data will be prepared for analysis. Both qualitative and quantitative (triangulation) research methods were used in the design of the study. To choose a sample from the intended population, a stratified sampling was used. As a tool for data collection, quantitative and qualitative questions were designed. In chapter four, the data will finally be processed and displayed in a table, charts, percentage with a figure, and narration.

3.2. Study Design

This study was conceptualized using both qualitative and quantitative methods. The study's quantitative component was primarily concerned with the description of important demographic profiles and the examination of the connections between the dependent and independent variables. While the study's qualitative component primarily focuses on context narration and attitudinal as well as perceptual issue analysis. Internal communication system, the communication culture, the role of communication in resolving organizational conflict, and factors affecting internal organizational communication system to resolve conflict make up the study's four main factors. While the organizational culture of communication and organization's methods for resolving conflicts are dependent factors, internal organizational communication system and challenges of internal organizational communication are independent or important variables of the thesis.

3.3. Targeted Population

The study's intended audience was the staff of the Harari Mass Media Agency. The agency has six departments and 246 staff, which include the following departments: human resources, news, education, entertainment, media technology, and promotion. The agency has 52 human resources staff, which makes up 21.14 percent of all employees, 44 news staff, which makes up 17.9 percent of all employees, 42 educational staff, which makes up 17.08 percent of all employees, 35 entertainment staff, which makes up 14.23 percent of all employees, 49 media technology staff, which makes up 19.91 percent of all employees, and 24 promotion department which constitutes 9.76 percent of the total employees.

3.3.1. Sampling Techniques

Stratified sampling was utilized to find a population size that could be controlled. A systematic sampling technique was used to collect information from the agency's personnel. Additionally, data from the management and the workers' representative were gathered using an intentional sampling technique. In order to acquire information from (2) top officers of the mass media agency, the purposive sampling technique was suggested.

The student researcher chose to utilize the stratified sample technique because she wanted to offer each department's employees, whose replies varied, an equal chance. And the goal of the entire sample technique was to choose the representatives of the Harari mass media agency who could provide more pertinent and general information about the overview of the media and the function of communication in the resolution of conflicts.

3.3.2. Sample size

In the Harari Mass Media Agency, there are 246 employees total, and the researcher chose 72 of them for a sample size of 29.3%. A total of 72 samples were chosen at random from the 246 employees in the workforce, or the same number of employees, or 12 samples, from each department (strata). From among the six department executives and top administrators of the organization, the researcher also chose two participants for interviews.

The major six departments of Harari Mass Media submitted a total of 72 questionnaires, of which 70 were completed and examined. The respondents' demographic data, which included their gender, age, education level, and employment history, was examined first.

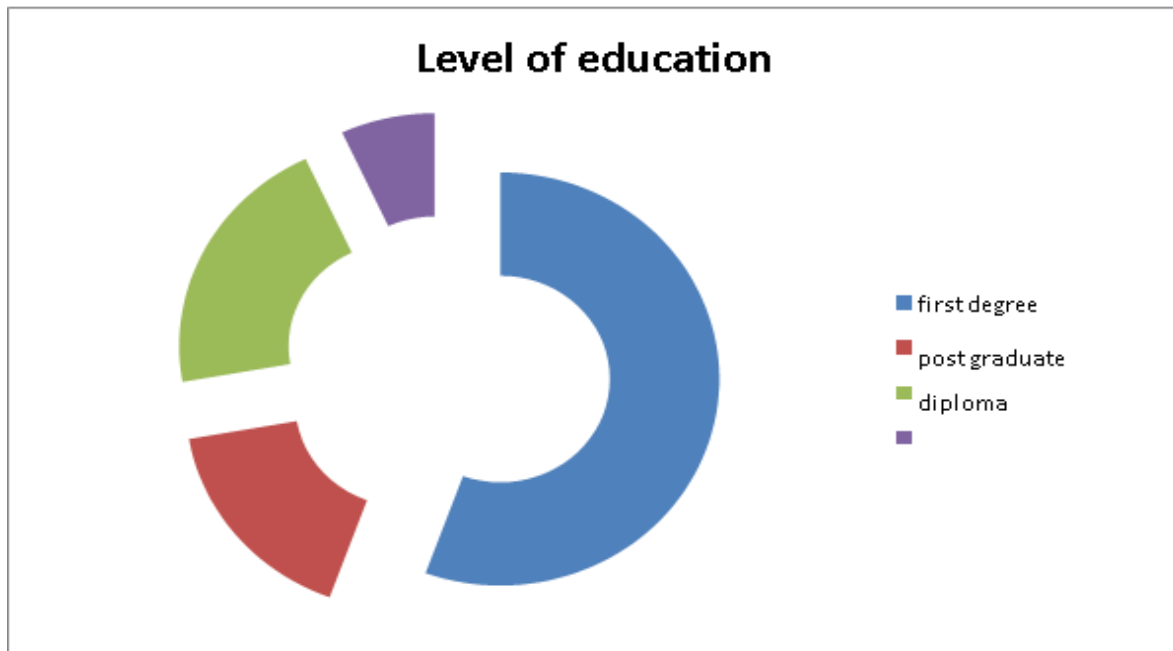
3.3.3. Demography of the respondent

This study had a total of 43 male participants and 27 female participants, with men making up 61.43 percent of the sample.

3.3.3.1. Age of the respondent

The survey reveals that, 18 employees or 25.71% percent of the total respondents were between the ages of 20 and 25, 31 employees or 44.28 percent of the total respondent were between the ages of 26 and 30, 18 employees or 25.71percent of the total respondent were between the ages of 31 and 35, and 4.3% percent were between the ages of 36- 45. The responses were 30years old on average. The youngest respondent was 26 years old, while the oldest was 45.

3.3.3.2. Educational level of the respondent



The majority of respondents, which means (55.56%) of the respondents had a first degree as their greatest level of education, followed by 16.67% who had a post-graduate degree, 20.83% who had a diploma, and 6.94 who had only completed eighth grade.

3.3.3.3. Work experience of the sample employees

With regard to employment experience, about 48.57 percent of the respondents reported between 5 and 10. A little over 12.6% of those surveyed said they had 11 to 15 years of job experience, while 38.57% had less than 5 years.

3.4. Data Collection Tools

In order to acquire all the information required for the proposed study, the researcher used the primary data collection tools of the questionnaire and interview. The demographics, professional background (including work experience), impressions of internal organizational communication, culture and conflict resolution tactics of mass media employees are all covered in questionnaires. Additionally, open-ended and closed-ended questions were produced to gather all the necessary data for the intended study.

3.4.1. Questionnaires

In any research project, questionnaires are without a doubt one of the main sources of data collection. In this instance, the researcher suggested using self-administrated questionnaires to gather data, and 72 questionnaires that were a mix of closed- and open-ended and scale measurement were created by the researcher under the strict supervision of the research advisor and given to the employees. A questionnaire is a tool that we employ to gather data by asking statements or questions of the chosen samples. This method was adopted by the researcher because it allowed him to quickly collect all the data he needed from the chosen samples and 70 of the questioner were completed and analyzed. In order to obtain a general description of the internal organizational communication, corporate culture and conflict resolution procedures, the role of internal organizational communication and its constraints in both organized and unstructured interviews was also done.

3.4.2 Interview

In order to gather qualitative information for the planned study, qualitative interviews were arranged. According to Burns (1999, p. 118), "interviews are a popular and commonly utilized method of obtaining qualitative data." In order to accomplish this, the researcher hopes to hear firsthand accounts from a few qualified sources. The researcher hopes to "get a special kind of information" in this way (Merriam, 1998). In this instance, a structured and an unstructured interview with the chief executive officer and representatives of the Harari mass media agency's staff was conducted. A thorough interview with the top management and a representative of the workforce was undertaken to obtain a brief explanation of the general organizational situation with regard to organizational culture, communication, and conflict resolution techniques.

The manager was asked to discuss the organizational culture, how frequently the organization held meetings for the entire organization, how the organization handled conflicts at work, the key components of the organizational communication process, the steps taken in the organizational communication, the function of communication in the organization's conflict resolution process, and the main barriers to communication in the organization. The employee representative was also asked to describe the agency's culture of teamwork and cooperation, the kinds of complaints his constituents repeatedly bring up, how he handles disagreements and conflicts with them, the importance of communication as a strategy for resolving disputes, and the areas that, in his opinion, need to be improved.

3.5. Data collection procedure

The researcher used pertinent literature to create the questionnaire. The other instruments were modified versions of existing instruments used in related fields. The researcher examined the instruments' applicability to my situation. The instruments were first prepared in English. The researcher decided to translate the English version of the questionnaire into

Amharic. Participants received sufficient instruction on how to complete the questionnaire before it was distributed. In the presence of the researcher and his helper in the classroom, participants fill out the questionnaire. Officials and workers worked well together. The participants had enough time to complete the questionnaire. After data collection, the researcher checked for completeness of the data.

3.6. Validity and reliability test

To ensure the reliability and validity of the instruments, the researcher employed test-retest reliability and establishing face validity. The same group of respondents was polled again, this time at a later period, and the researcher repeated the research, comparing the results at the two time points. And to ensure the validity of the tools, I enlisted the expertise of an expert to review my topic and the questionnaire I created, determine whether it adequately captured the subject under inquiry, and assist me in identifying any ambiguous or misleading questions.

3.6.1. Validity

Healy & Perry (2000) state that validity assesses the accuracy of the research findings or whether the research actually examines the variables it was intended to test. It determines how well the study's data collection appropriately reflects a certain variable or investigational design (Mugenda, 2008). To ensure that it includes all of the variables being measured and so minimize content validity, the questionnaire would be given to other study participants, including employers and employees, for their opinion on the instrument's suitability and representativeness.

Before creating the final report, a pilot study was done on the data collection tool to test and retest it. The researcher would be able to evaluate the questionnaire's clarity through the pilot study and eliminate or modify any questions that were deemed to be unnecessary or poorly understood in order to improve the instrument's quality and increase the research tool's validity.

3.6.2. Reliability

Dependability is described by Healy and Perry (2000) as the extent to which findings are reliable over time and accurately reflect the entire population under study. For evaluating internal consistency and reliability, one might utilize Cronbach's Alpha. Cronbach's Alpha is a reliability coefficient that assesses the degree of connectivity among items in a set. It evaluates how closely test items are related to one another, with a score of 1 suggesting

higher internal consistency and reliability and a score of 0.7 to 0.9 indicating satisfactory performance (Revelle & McDonald, 2006).

An open-ended, closed-ended, questionnaire was employed in the study. For employees who were chosen at random from different departments, a questionnaire was given out. The respondents received the questionnaires physically from the distributor. In a closed-ended questionnaire; the respondents must select one of the potential replies from the list of options. In an open-ended question, the respondents express their feelings in the provided area.

3.7. Data Analysis techniques

After being gathered, the data were processed on the activity, which included editing, coding, and classifying the data to make it suitable for future research. Descriptive analysis was used to assess the study's findings.

The qualitative data was investigated by transcribing interviewee responses with a focus on the study objectives and the most common responses, while the quantitative data from the questioners was assessed by determining a numerical value based on the number of respondents. Tables, percentages, and narratives were used to display the findings after the results were compared and evaluated using both quantitative and qualitative responses.

3.8. Ethical Considerations

The researcher obtained official approval from his project advisor and the School of Journalism and Communication at Addis Ababa University. Additionally, the agency manager provided written approval for the study to be conducted. The researcher then independently scheduled a meeting with each department. Each department's staff members were given an explanation of the study's goal. Those who verbally agreed to participate in the survey had their answers to it administered. After being informed of the study's objectives, participation was entirely optional. Participants will be guaranteed the confidentiality of their answers because the questionnaire was anonymous.

CHAPTER FOUR

4.1. Data presentation, analysis, and discussion

The subjects covered in this chapter include the analysis and presentation of the thesis's final results. The determinants include the sample that is available, the respondent's profile, the corporate internal communication, culture, and the strategies for avoiding and resolving conflicts, the role of internal communication and its constraints to resolve conflict situation, within the company was all discussed.

4.2. The nature of intra-organizational communication

Communication in an organization is the process of transmitting decisions and other information from one member or one part of an organization to other. In fact, there can be no organization without communication (Stephen.P. Robbins; 1994:242).

4.2.1 The nature of communication within the agency

According to the survey, 63 employees, or (90 percent), of the respondents, said they believed that communication helped to resolve problems that had arisen amongst agency employees, whereas 7 employees, or 10% of the respondents, said that communication had no part to play in the process. Consequently, this suggests that almost all employees think communication is important in resolving conflicts inside organizations. In the agency, the staff members are well-aware of the value of using communication to resolve differences.

The study also reveals that, 40 employees or (57.14%) of the respondents responded that communication in their organization was not sufficient and the remaining 30 employees or (42.86%) of the respondent responded that the communication process in their organization was sufficient. This shows that there is relatively insufficient communication as the majority respondents' answer.

The manager stated, "There are three general types of directional communication that take place within our organization. This is in reference to the communication content and information displacement situation at the agency. It is possible to communicate commands and instructions to lower levels. Comprise comments on one's performance as well as details on rules and guidelines. Additionally, it originates from the lower levels of both the upper and lower limbs. Responses, reports, and recommendations are a few examples.

In our institution, there is also a bond between those at the same level as them. People can engage with their peers through this style of communication without cutting off others at lower levels of our company. Examples include the exchange of information between management and employees. Information about policies and procedures, suggestions, comments, reports, and ideas are all included in this kind of communication.” He spoke.

This suggests that the organizational communication structure is very weak or that there is no clearly defined legal document that directs the organization's communication process. But based on the managers' comments, the student researcher concluded that the organization's information flow is diagonal in its communication process.

Table.1: Employees' reactions to the cause of poor communication

Given items	Number of employees (Frequency)	Valid Percentage out of 40 respondents	Valid percentage out of 70 or total samples
Lack of attention	17	42.5%	24.286%
Lack of awareness	9	22.5%	12.857%
Attitudinal difference	14	35%	20% %
Respondent	40	100%	57.14%
respondents with sufficient	30	-	42.86%
Total	70	-	100%

According to the aforementioned table, 42.5% of respondents who stated that there was insufficient communication within the organization stated that this was due to a lack of attention from the agency and employees, while 22.5% stated that this was due to a lack of awareness regarding its use, and the remaining respondents, or 35%, stated that this was due to a lack of attention from the agency and employees.

The above analysis also shows that 24.286% of the total respondents responded that the reason behind poor communication between employees was lack of attention from the agency, 12.857% of the total respondents responded that the reason behind insufficient communication among employees was lack of awareness about its use and the remaining 20% of the total respondents responded attitudinal difference on communication.

Therefore, we can generalize from the above information that there were various reasons behind poor communication in Harari Mass Media Agency and from those reasons lack of attention and attitudinal difference towards communication were the major for not sufficient communication in Harari Mass Media Agency.

According to the survey, 24 employees, or (80%) of the respondents, who felt that communication within the agency was insufficient, claimed that communication played a medium role in resolving conflict inside the agency. Comparatively, 2 employees or (6.667%) of the respondents said that communication played a low part in resolving conflict, while the remaining 4 employees (13.333%) said that communication played a strong role in resolving conflict.

This indicates that 34.286% of the total respondents replied that the role of communication in resolving conflict within the agency was medium, 2.857 % of the total respondents said the role of communication in resolving conflict was low and the remaining 5.71% of the total respondents responded that communication had high role in resolving conflict within the agency.

Based on the above information, the study can conclude that, the role of communication in resolving conflict within the agency was not as such high regarding the majority 26 employees (86.667%) of respondent or 37.143 % of the total respondents' response.

4. 2.The nature of organizational culture

According to the study, 43 employees, or 61.43% percent of the respondents, said they were satisfied with their organization's culture. The remaining 27 employees, or 38.57 percent of the respondents, said they felt uncomfortable with their company culture. This demonstrates that the majority of employees were at ease with their workplace culture. According to the facts above, organizational culture was relatively favorable.

Table 2: comfortable employees’ reaction on why they were comfortable with organizational culture

Given items	Number of employees (Frequency)	Valid Percentage out of 43 respondents	Valid percentage out of 70 or total samples
Teamwork & cooperation	30	69.77%	42.86%
Information about policies and goals	5	11.63%	7.14%
Information about Job progress	4	9.3%	5.71%
Information about Important changes	4	9.3%	5.71%
Respondent	43	100%	61.43%
Uncomfortable respondent	27	-	38.57
Total	70	-	100%

The study found that 30 employees, or (69.77%) of the comfortable respondents, said that there was a culture of teamwork and cooperation within the agency, 5 employees, or (11.63%) of the respondents, said that the organization gives adequate information about its policies and goals, and 4 employees, or (9.3%) of the respondents, said that the organization gives adequate information about their advancement (progress) in their jobs. Nevertheless, the remaining 4 employees, or 9.3 % of the respondents, said that the agency gives enough information regarding important developments or changes.

This also shows that 42.86 percent of the total respondents were comfortable with their organizational culture due to its culture of team work and cooperation, 7.14% of the total respondent were comfortable with their organizational culture because of its adequate provision of information about its policies and goals, similarly 5.71% of the total respondents were comfortable with their organization due to its adequate provision of information about their progress in their job, the remaining 5.71% of the total respondent

were also comfortable with their organizational culture because of its adequate provision of information about critical changes within the agency.

This shows that relatively a large number of employees were comfortable with their organizational culture because of better culture of team work and cooperation within the agency. The information above also indicates that there is lack of adequate provision of information about policies and goals, employees progress in job, and critical changes within the agency.

In light of what I did with the manager "Our organization makes sure that throughout working hours, staff gets along well with one another. Consequently, our institution has a strong culture of communication. Also incredibly pleasant is our personnel. Employees are encouraged to develop their skillfully and obtain practical experience. Hard work is encouraged of all employees. This demonstrates the inclusive and motivating culture of our organization. At the fork, teams and employees will collaborate to accomplish objectives.

Teamwork is also promoted in addition to "collaboration." Employees are made aware of their ability to enhance results on their own and of their ownership of their work. He stated. He claimed that his institution's culture is generally characterized by respect and justice, honesty and trustworthiness, teamwork, employee participation, communication, openness, and diversity. Whatever he stated, the agency needed to focus on its weak internal communication and flow of information

Table 3: uncomfortable Employees' response on the given items of why they were not comfortable

Given items	Number of employees (Frequency)	Valid Percentage out of 27 respondents	Valid percentage out of 70 or total samples
Working environment	10	37.04%	14.29%
Job security	5	18.51%	7.14%
Respect	4	14.81%	5.71%
Information	8	29.63%	11.43%
Respondent	27	100%	38.57%
Comfortable	43	-	61.43%

respondent			
Total	70	-	100%

The study found that 10 employees, or 37.04 percent, of the uncomfortable respondents said that the agency did not provide a safe working environment, 5 employees, or 18.51 percent, said that the agency did not provide good job security, 4 employees, or 14.81 percent, said that they did not feel respected by their team or the organization, and the remaining 8 employees, or 29.63 percent, said that the organization did not provide adequate information about policies and goals.

This also shows 14.29% of the total respondents were not comfortable with their organizational culture because of its unsafe working environment, 7.14% of the total respondents were not comfortable due to its job insecurity, 5.71% of the total respondents were not comfortable because they were not feeling respect in their team and organization and the remaining 11.43% of the total respondent were not comfortable with their organizational culture due to its lack of adequate provision of information about its policies and goals. This suggests that the agency had a poor working environment and a communication breakdown.

4.5. Conflict conditions and reasons for conflict

Conflict occurs because people do not always agree on goals, issues, perception and so on. And also, conflict is pervasive in organizations. To manage it effectively, organization executives and employees should understand the many source of conflict (Debral; 1994:392).

The study reveals that 42 employees or (60%) of the respondents replied that they faced conflict with the employees of their department. In addition, the remaining 28 employees or (40%) of the respondents responded that they did not face any conflict. This shows that the largest part of employees face conflict. The above information indicates that there were conflicts within Agency.

According to the study, 21 employees or (50 percent) of the respondents said that they faced conflict because of a communication gap in resolving conflict, while 7 employees, or (16.67 percent) of the respondents, said that they had conflict because of a lack of information. Work overload was cited as a factor in conflict in an organization by 12 employees, or 28.57

percent of the respondents, while conflict of interest and a lack of commitment were cited as factors by 2 employees, or 4.76 percent of the respondents.

This also indicates that 10% of the total respondents (sample) were conflicting due to lack of information, 30% of the total respondents faced conflict because of communication gap in resolving conflict, 17.14% of the total respondents were conflicting because of work over load while 2.86 % of the total respondents were conflicting due to lack of commitment and conflict of interest with in their organization.

Another explanation offered by the respondents for the conflict included a lack of suitable job descriptions, unclear rules and regulations, a lack of professionalism, a difference in maturity levels, and a lack of clear understanding. This shows that, despite the fact that several sources of conflict existed, the organization's employees' conflicts were mostly caused by a lack of effective communication. So, the agency should have to work hard to close the gap and better utilize communication in preventing and resolving conflict within the agency.

“Conflict is a common occurrence. People put it into practice on a daily basis, both at work and with their friends, families, and other people. Conflicts at work lead to a lot of frustration, suffering, discomfort, me anchovy, and anger. Institutions hire employees with a variety of opinions, cultural and intellectual backgrounds, and geographic origins. Everyday existence will inevitably involve conflicts.

And when they do, the goal is to successfully fix and manage them rather than trying to defend them. When people use the appropriate resources to address issues, they can stop disagreements from turning into significant issues. According to him, establishing conflict management procedures within the organization is essential since it facilitates the resolution of disputes between personnel. In the world of institutions, conflict resolution is crucial since it aids in identifying good working circumstances from poor ones.” The manager replied.

Whatever the case it is, the feedback of employees and the manager shows that there was not a tangible effort of resolving conflict through communication within the agency. So, the agency should have to work hard to close the gap and better utilize communication in preventing and resolving conflict within the agency.

4.6. Conditions of conflict avoidance and resolution techniques

According to the data collected, 59 employees, or (84.29 percent), of the respondents, believed that conflicts between or among employees at an agency could be avoided, whereas 11 employees, or (15.71 percent), of the respondents, were of the opinion that the dispute could not be prevented. This suggests that the avoidance of conflict within an organization is something that virtually all employees consider important. In order to change employees' attitudes about resolving disputes through communication, the agency may not encounter any obstacles.

Table 4: Employees' response on conflict resolution strategies within the mass media agency

Given variables	Number of employees (Frequency)	Percentage	Valid percentage
Discussion	50	71.43%	71.43%
Punishment	8	11.43%	11.43%
Compromising	6	8.57%	8.57%
Court	4	5.71%	5.71%
Arbitration	2	2.86%	2.86%
Total	70	100%	100%

The above table shows that from those who believed conflict occurring among employees were avoided, (71.43%) of the respondents believed the conflict can avoid through discussion, (11.43%) of the respondents responded that conflict can be avoided through punishing the conflicting parties, on other hand , (8.57%) of the respondents responded that they can avoid conflict that occur between employees by putting the conflicting parties to the middle point, this is also called compromising the two parties and the remaining (5.71%) of the respondents responded that the conflict is avoided by going to court, (2.86%)of the respondents responded that the conflict is avoided by arbitration. This shows that the employees of Harari Mass Media Agency gave more value to discussion for resolving conflict.

In addition to the employees' responses above, the senior authorities' response demonstrates that the agency endeavored to resolve employee concerns as fully as feasible. Discussion and bargaining served as its foundation. The government's rules and regulations are used by the agency to resolve conflicts based on their severity and how difficult they are to resolve. This suggests that the focus they placed on dialogue when settling conflicts is excellent. To the best of the researcher's understanding, there is a huge gap of using communication to avoid conflict and to settle it.

4.7. Conditions of discussion about the conflict situation

According to the survey, 41 employees, or 58.57 percent of the respondents, said there were no discussions about the conflicts that arise at their agency, while 29 employees or 41.43 percent of the respondents, said there were discussions about how to resolve conflicts.

The data indicates that there was no better discussion inside the agency, and the majority of employees were in agreement that there was no conversation about conflicts within the agency. This demonstrates that the organization and its personnel not pay adequate attention to discussions about situations involving conflict.

Table 5: Employees' response on how often discussion about conflict takes place in their agency

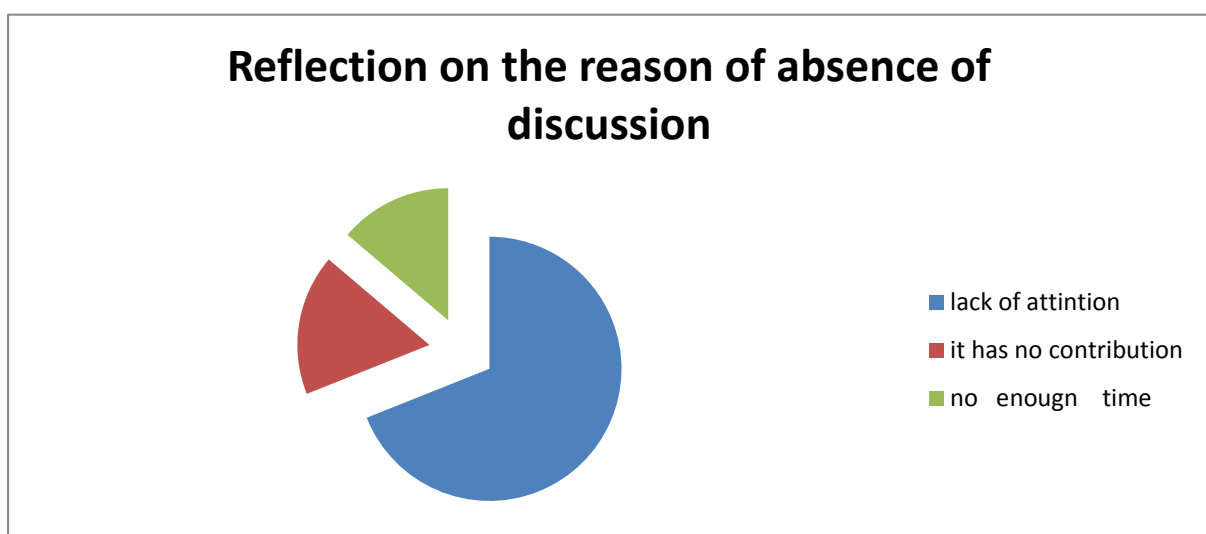
Given variables	Number of employees (Frequency)	Valid Percentage out of 40 respondents	Valid Percentage out of 70 or total samples
Once in a month	10	34.48%	14.28%
Twice in a month	6	20.7%	8.57 %
Twice in a year	2	6.9%	2.86 %
Once in a year	7	24.12%	10%
Not scheduled	4	13.8%	5.71%
Respondent	29	100	41.43%
Respondents With no discussion	41	-	58.57%
Total	70	-	100%

Regarding the information in the above table item, from 29 respondents agreed on the existences of discussion with in the agency. 10 employees or (34.48%) of the respondents responded that there was discussion about conflict once in a month, 6 employees or (20.7%) of the respondents replied that there was discussion twice a month, 2 employees or (6.9%) of the respondents replied that there was discussion twice a year and the remaining 7 employees or (24.12%) of the respondents responded that there was discussion about conflict conditions once in a year and 4 employees or (13.8%) of the respondent responded that there was discussion conflict conditions not scheduled to discussion conflicts.

Both the above information reveals that 14.28% of the total respondents agreed on the existence discussion about conflict once in a month, 8.57% of the total respondents were agreed on existence of discussion twice a month, 2.86 % of the total respondents agreed on the existence of discussion once in a year, 10% of the total respondents agreed on the existence of discussion twice in a year, while the remaining 5.71% of the total respondents were agreed on the existence of unscheduled discussion about conflict with in the agency.

This shows that from the respondents who agreed on the existence of discussion, discussion were at least once in month in the Harari Mass Media Agency.

Doughnut2: Employees' reaction on the reason for absences of discussion



The study also shows that 29 employees, or (70.73 percent), of the respondents who stated that there was no discussion of conflict said that it was due to the agency's lack of attention, 5 employees, or (12.2 percent), of the respondents, stated that there was no discussion of conflict because it served no purpose or contributed nothing to the organization, and the remaining 7 employees, or (17.07 percent), of the respondents, stated that they had not enough time.

The detail analysis above shows that 41.43% of the total respondents said there was no discussion regarding conflict because of the agency's less attention, 7.14% of the total respondents replied that the reason for no conflict discussion was that it had no any use and no contribution to the organization while the remaining 10% of the total respondents said the agency had no enough time.

Only when it is necessary for the institution, meetings are convened. Every department has its own set of protocols. Each department has its own set of groups. We don't have a set time for meetings because they depend on the circumstances. The manager replied.

This shows that the agency was not giving enough attention to conflict and the consequence of conflict to its organizational communication system efficiency.

4.8. Communication role and its constraints

Various studies suggest that, almost all conflicts involve communication problems, as both a cause and an effect. Misunderstanding, resulting from poor communication can easily cause a conflict or make it worse (Stewart and Sylvia; 2006:212).

The results of the study show that 56 employees, or (80%) of the respondents, indicated that they had strong relationships with their coworkers, while 8 employees, or (11.43%) of the respondents, indicated that they had strong relationships with their supervisors. The remaining 6 employees, or (8.57%) of the respondents, indicated that their relationships were with their subordinates. This demonstrates that nearly more than half of workers engaged in significant daily interaction with their coworkers. Therefore, they may face conflict with their co-workers.

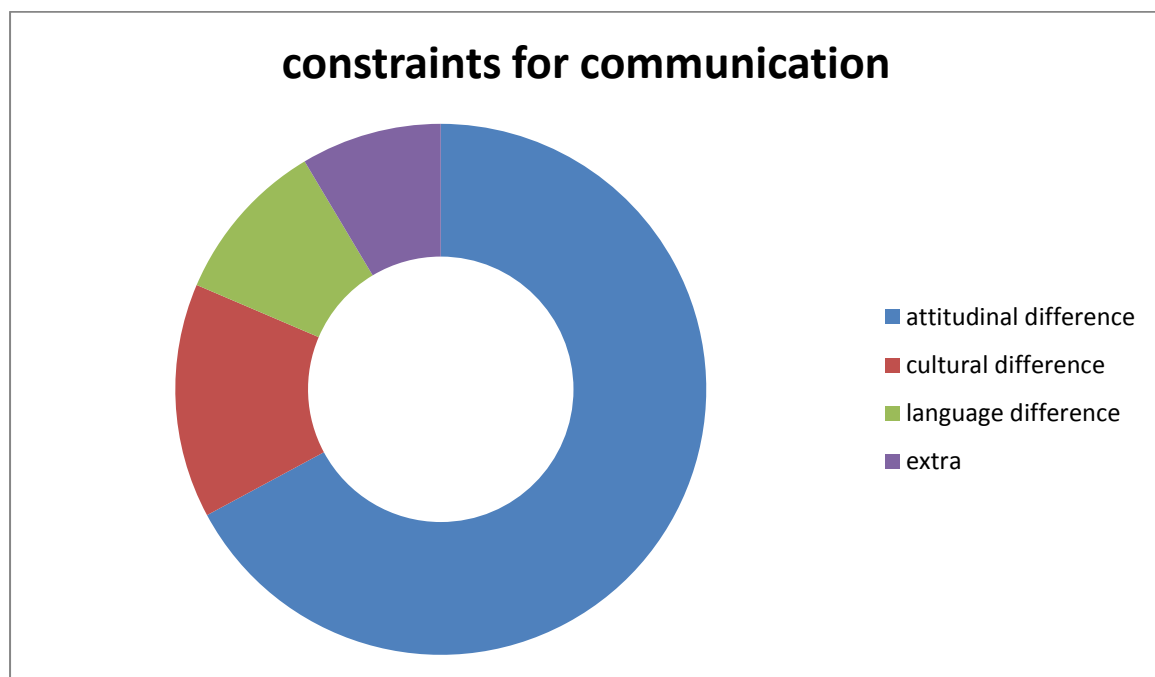
Table 6: Employees' response on the role of communication in their organization

Given variables	Number of employees (Frequency)	Percentage%	Valid percentage%
Accomplishing ordered work	7	10%	10%
Resolving conflict	17	24.29%	24.29%
Discussing	40	57.14%	58.57%
Give command	6	8.57%	8.57%
Total	70	100	100%

The information in the above table reveals that (10%) of respondents responded that they were gave more value for accomplishing ordered work, (24.29%) of the respondents responded that they were gave more value to communication roles of resolving conflict, (57.14%) of the respondent replied that they were gave more value to communication for discussing and the remaining (8.57%) of the respondents responded that they were gave more value for communication to give command or order.

This implies that followed by conflict resolution; the respondents respond more on discussion. Therefore, conflicts were a problem for the organization.

Doughnut3: Employees reaction on constraints for communication in resolving conflict



The study exposes that 47 employees or (67.14%) of the respondents responded that attitude difference on communication is the most constraint for communication not to achieve its objectives, 10 employees or (14.29) of the respondents replied that cultural difference was a constraint to communication and the remaining 7 employees or (10%) of respondents responded that language difference was the greatest constraint to communication. while 6 employees or 8.57% of the respondents replied both organizational culture and language difference, conflict of interest, and racism.

This suggests that the attitudinal difference is the most constraints for communication and organization didn't pay particular attention to the attitudes of its personnel.

“Even though a lot of work is being done, we think that our institution's communication and dispute-resolution practices need improvement. The agency should prioritize effective communication because doing so will guarantee that staff members are cooperating to meet institutional objectives. We shall thus investigate the situation. We'll assess the effectiveness of the proposed solution. We will take the required steps if the issue recurs. Future defense plans will be decided,” the manager said.

This suggests that the organization didn't pay particular attention to the attitudes of its personnel.

CHAPTER FIVE

5. Conclusion

The majority of respondents indicated that communication within their agency was insufficient. Similarly, a high proportion of respondents indicated that communication played a minor role in resolving conflicts within the mass media. This demonstrates that, there was generally inadequate communication inside an organization, and the importance of communication in resolving conflict is not as great.

The researcher concluded that the majority of employees were at ease with their organizational culture. This suggests that the agency had a generally positive organizational culture due to its better culture of teamwork and cooperation. However, there was no secure workplace and inadequate information about the objectives and rules of the organization was provided.

The majority of employees also experience conflict with other employees of their agency, with the main causes being a lack of clear job descriptions, rules and regulations that are easy to grasp, a lack of media professionalism, and differences in employees' levels of maturity. This means that there was conflict, with both structural and personal factors serving as its causes.

Employees consider preventing conflict within their organization, and they place more weight on discussion of conflict resolution methods. As a result, if the agency properly communicates with its staff, it may not encounter problems with their attitudes toward dispute resolution.

The majority of employees believe that there is less discussion, and they see the agencies' lack of interest in the topic as a major contributing factor. A large majority of employees thought that communication was crucial to resolving conflict. This demonstrates an excellent understanding of the importance of communication.

Confusion and misunderstandings are invariably caused by poor communication. It is important to constantly be precise and acceptable in our communication inside an organization, and we should always be careful with our word choice and tone. Instead of remaining silent when one employee disagrees with another, using voice will help to stop

additional arguments amongst coworkers. Communication between individuals and departments will be fluid as a result.

According to the survey, nearly half of employees engage with their coworkers frequently in their daily activities; as a result, they may experience conflict in their colloquies. Employees attributed conflict resolution positions greater significance than their primary task of completing assigned tasks, indicating that there was conflict inside the organization.

Communication can take many forms, from informal get-togethers between coworkers who don't often interact to formal processes where differences are acknowledged and explored. The effectiveness of multinational peacekeeping operations is increased when personnel dine and interact. Employees have less extreme opinions of one another than they would if they relied solely on preconceptions and emotions because there is more opportunity, ability, and motive to share information.

A constructive and universal attitude toward communication aids in a better comprehension of the working conditions and resource constraints of the opposite party or department. Where the necessity for functional specialization makes it impossible to decrease differentiation, ongoing communication is especially crucial.

Differences in attitude towards communication were the major factor that affect communication role to not achieve its goals (resolving conflict) this shows that there were pessimistic employees within the Harari Mass Media Agency.

5.1. Recommendations

The majority of worker experiences conflict as a result of several issues that impede communication. I really believe that disagreement can be resolved via debate, and communication is key to this. In order to effectively communicate about the conflict resolution process, which is crucial for organizational change, the organization is encouraged to take use of the positive attitudes of its employees.

The main cause of less conversation that can result in conflict is that it receives less attention. Therefore, it is essential that the organization pay adequate attention to conversation and create efficient communication. There was insufficient communication throughout the organization. In order to increase organizational efficiency, practitioners are urged to promote these adequate communications.

Role of communication in resolving conflict was less in the agency that may decline the quality of service. For that reasons organization is advice to use effective communication that is the corner stone of strong and healthy relationship. Difference in attitude of employees towards communication was the major factor that affect communication role not to achieve its goals (resolving conflict). Thus, the agency advised to encourage the employee's attitude on positive thinking of communication.

Research Limitations section also includes my recommendations for future study. The results of my research concentrate solely on the organizational culture and conflict resolution strategies of the Harari mass media agency. It made no provision for additional concepts or subjects. The impact of professional differences on organizational communication and conflict resolution procedures, as well as issues relating to interests and resources need to be researched and addressed by additional experts.

My research's purpose and objectives, method of data collecting, sample size, and range of discussions and analysis are all restricted to the harari mass media agency. The project was too little, even for the company. A large-scale initiative is required to access the organizations and linked national organizations' problems with communication and dispute resolution strategies. Therefore, I would like to recommend hiring a second expert to increase the study's goal and objective, sample size, and discussion's breadth at the organizational and

national levels. I would also like to recommend that additional experts reevaluate and broaden the theories, frameworks, and models I have used in my research.

In the future, a systematic study of organizational culture and conflict resolution techniques may also be crucial. A comprehensive picture of conflict resolution that goes beyond the individual and team/department levels could be provided by a single study that focuses on one organization and spans the levels of individual employees, teams/departments, and organizational level. Future research can also try to include more organizations to examine the overall finding.

Only the organizational culture and conflict resolution techniques are discussed in this thesis. To give the appropriate context, the nature, methodology, and perception of organizational culture and conflict resolution strategies are mentioned. Future research can shed further light on the subject by examining organizational culture and conflict resolution techniques across the entire process, from start to finish.

Furthermore, during the process, some components that can potentially impact organizational culture, communication, and conflict resolution procedures arise; these components can be identified in new insights in empirical studies. For instance, a solid organizational culture and communication, as indicated by interviewees, act as a guiding principle and mediator in an organization's conflict resolution process. The general conclusion regarding an approach to conflict resolution may be impacted when the workplace is dominated by a single organizational culture and inadequate communication techniques despite varied cultural origins.

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APPENDIX

Questioners

ADDIS ABABA UNIVERSITY

College of social science and humanities

Department of journalism and communication

This research questionnaire was prepared for educational purpose that means the objective of the research is only to know to what extent internal organizational communication is used to resolve internal organizational conflict in Harari Mass Media Agency. I request you to help me in answering the following questions. Trust that the data you give me is strictly confidential.

N.B: No need of writing name

Part I

Please, put “X” Mark for the correct answer inside the box.

1. Sex: Male Female

2. Age: 20-25 , 26-30, 31-35, 36-40, above 45

3. Qualification

Less than 12 completed 12 Diploma First-degree above degree

4. Work experience

Less than 5 years 5-10 years 11-15 years 16-30 years 31 and above

Part II

Choose your best answer from the given alternatives

5. How do you see the communication that takes place in your organization?

A, Sufficient B, not sufficient

6. If your answer for question number (5) is ‘Not sufficient’ what is / are the reasons?

A, Lack of awareness regarding communication use B, Lack of attention C, Difference in attitude for communication

Other.....
.....
.....
.....

7. If your answer for question Number (5) is “sufficient” what is the level of communication role in resolving conflict?

A, High B, medium C, Low

8. Are you comfortable with your organizational culture?

A, Yes B, No

9. If your answer for question number (5) is “Yes”, why?

A, There is a culture of teamwork and cooperation within the agency.

B, The organization provides adequate information about its policies and goals.

C, The organization provides adequate information about our progress in our job.

D, The agency provides adequate information about critical changes.

Other.....
.....
.....

10. If your answer for question number (5) is “No”, why?

A, The agency has no safe working environment.

B, The agency has not a good job security.

C, I’m not feeling respected by my team and the organization.

D, The organization does not provide adequate information about its policies and goals

Other.....
.....
.....

11. With whom do you have high relationship in your day to day activities in your organization?

A, Co- workers B, Superiors' C, subordinates

12. Did you face a conflict with workers of your department and/ or other department?

A, Yes B, No

13. If your answer for question number (12) is “Yes”, what were the reasons for conflict?

A, Communication gap to resolve conflict

B, Lack of information

C, work over load

Other.....
.....
.....
.....

13. Do you think that the conflict between employees of an organization is avoidable?

A, Yes B, No

14. If your answer for question number (13) is “Yes” by what techniques?

A, Discussion B, punishment C, Compromise D, Arbitration E, Court judgment

Other.....
.....
.....
.....

15. Is there any discussion in your organization concerning conflict?

A, Yes B, No

16. If your answer for question number (15) is “Yes”, how many times?

A, Once a month B, Once a year C, twice a month

Other.....
.....
.....
.....

14. If your answer for question Number (15) is “No”, what is / are the reason?

A, because it is almost useless B, because there is no enough time C, Attention or emphasis

Others.....
.....
.....
.....

15. Do you think that communication plays a key role in resolving conflict that occurs between employees in as organization?

A, Yes B, No

20. Among the following communication roles, to which do you give more value?

A, Resolve conflict B, Discussion
C, Giving command D, accomplishment of ordered work

Others.....
.....
.....
.....

21. What constraint do you think put communication not to achieve the desired objectives (resolving conflict)?

A, Difference in attitude towards communication B, Cultural difference C, Language difference

Others.....
.....
.....
.....

Interview questions for the manager

- 1, How would you describe your organizational communication?
- 2, That are the major elements of the communication process in your organization?
- 3, What important steps do you consider in your organizational communication?
- 4,How do you describe the role of communication in the conflict resolution process of your organization?
- 5,What are the barriers to communication in resolving conflict in your organization?

Questions for workers representative

- 1,How would you describe the culture of teamwork and cooperation within the agency?
- 2,What kinds of complain redundantly comes to you from the employee you represent?
- 3,How do you cope with disagreements and conflicts between employees?
- 4,How would you describe the role of communication as a conflict resolution strategy in your organization?
- 5,Which aspects of the organization should be improved to make it better ?

አዲስ አበባ የኮሌጅ ትምህርት ክፍል

የማህበራዊ ዊሳይንስ እና ስነ-ሰብ ኮሌጅ የጋዜጠኝነት እና ግንኙነት ትምህርት ክፍል

የጥናቱ ዓላማ በሐረግ ብዙኃን መገናኛ ኤጀንሲ ውስጥ ያለውን ግንኙነት፣ የአደረጃጀት ባህል፣ እና የግጭት አፈታት ስትራቴጂዎችን ማወቅ ብቻ እንደሆነ ለትምህርት ዓላማ የተዘጋጀ የጥናት መጠይቅ።

የሚከተሉትን ጥያቄዎች በመመለስ እንድትረዱኝ እጠይቃለሁ። ለአኔቦሰጡኝ መረጃ በጥብቅ ሚስጥራዊ መሆኑን እመኑ።

ማሳሰቢያ፤ ስምዎ ጻፍ አያስፈልግም።

ክፍል 1

እባክዎን በሳጥኑ ውስጥ ለትክክለኛው መልስ "X" ምልክት ያድርጉ።

1. ያታ - ወንድ ሴት

2. ዕድሜ 18-25 ፣ 26-30 ፣ 31-41 ፣ 41-50 ፣ ከ50 በላይ

3. የትምህርት ደረጃ

ከ12 በታች 12 ያጠናቀቀ ዲፕሎማ አንደኛ ዲግሪ ከዲግሪ በላይ

4. የሥራ ልምድ

ከ5 ዓመት በታች 5-10 ዓመታት 11-15 ዓመታት 16-30 ዓመታት 31 እና ከዚያ በላይ

ክፍል ሁለት

ከተሰጡት አማራጮች ውስጥ የእርስዎን ምርጫ መልስ ይምረጡ።

5. በድርጅትዎ ውስጥ የሚከናወነውን ግንኙነት እንዴት ያዩታል?

ሀ፣ በቂ ለ፣ በቂ አይደለም

6. ለጥያቄ ቁጥር (5) መልስዎ "በቂ አይደለም" ከሆነ ምክንያቶቹ ምንድን ናቸው?

ሀ፣ የግንኙነት አጠቃቀምን በተመለከተ የግንዛቤ እጥረት

ለ፣ የትኩረት ማጣት

ሐ፣ የአመለካከት ልዩነት

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7. ለጥያቄ ቁጥር (5) መልስዎ “በቂ” ከሆነ ግጭትን ለመፍታት የግንኙነት ሚና ደረጃ ምን ያህል ነው?

ሀ፣ከፍተኛ ለ፣መካከለኛ ሐ፣ዝቅተኛ

8. በድርጅታዊ ባህልዎ ምቹት አለዎት? ሀ፣አዎ ለ፣አይደለም

9. ለጥያቄ ቁጥር (8) መልስዎ “አዎ” ከሆነ፣ለምን?

ሀ፣በኤጀንሲው ውስጥ የቡድን ሥራ እና የመተባበር ባህል አለ።

ለ፣ድርጅቱ ስለፖሊሲዎቹ እና ግቦቹ በቂ መረጃ ይሰጣል።

ሐ፣ድርጅቱ በስራችን ውስጥ ስላለን እድገት በቂ መረጃ ይሰጣል።

መ፣ኤጀንሲው ስለወሳኝ ለውጦች በቂ መረጃ ይሰጣል።

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10. ለጥያቄ ቁጥር (8) መልስዎ “አይሆንም” ከሆነ፣ለምን? ሀ፣ኤጀንሲው ደህንነቱ የተጠበቀ የሥራ ሁኔታ የለውም።

ለ፣ኤጀንሲው ጥሩ የሥራ ዋስትና የለውም።

ሐ፣በቡድኔ እና በድርጅቱ አክብሮት አይሰማኝም።

መ፣ድርጅቱ ስለፖሊሲዎቹ እና ግቦቹ በቂ መረጃ አይሰጥም።

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11. ከመምሪያዎ ሠራተኞች እና/ ወይም ከሌላ መምሪያ ሠራተኞች ጋር ግጭት ያጋጥሞታል? ሀ፣አዎ ለ፣አይደለም

12. ለጥያቄ ቁጥር (8) መልስዎ “አዎ” ከሆነ የግጭት ምክንያቶች ምን ነበሩ?

ሀ፣ግጭትን ለመፍታት የግንኙነት ክፍተት

ለ፣የመረጃ እጥረት

ሐዘንጭነት በላይ መሥራት

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13. በድርጅት ሰራተኞች መካከል ያለው ግጭት ሊወገድ የሚችል ይመስልዎታል? ሆስዎል ለጎይደለም

14. ለጥያቄ ቁጥር (13) መልስዎ “አዎ” ከሆነ በየትኛው ቴክኒኮችነው?

ሆስዎይይትለ

ለጎቅጣትሐ

ሐዘንጭነት መፍትሄ የፍርድ ቤት ውሳኔ

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15. ግጭትን በተመለከተ በድርጅትዎ ውስጥ ውይይት አለ?

ሆስዎል ለጎይደለም

16. ለጥያቄቁጥር (15) መልስዎ “አዎ” ከሆነ ስንት ጊዜነው?

ሆስወር አንድ ጊዜ ለጎባመት አንድ ጊዜ ሐዘንጭነት ሆስወር ሆስወር ጊዜ

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17. ለጥያቄ ቁጥር (15) መልስዎ “አይደለም” ከሆነ፣ምክንያቱ ምንድንነው?

ሆስወር ፈጽሞ የማይረባነው ለጎምክንያቱም በጎ ጊዜ የለምሐዘንጭነት ስላልተሰጠውነው።

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18. በድርጅት ውስጥ በሠራተኞች መካከል የሚከሰተውን ግጭት ለመፍታት የግንኙነት ቁልፍ ሚና ይጫወታል ብለው ያስባሉ? ሆ፣አዎ ለ፣አይደለም

19. በድርጅት ውስጥ በዕለት ተዕለት እንቅስቃሴ ምን ውስጥ ከማን ጋር ከፍተኛ ግንኙነት አለዎት?

ሆ፣ከሥራ ባልደረቦች ለ፣የበላይ ኃላፊዎች ለ፣የበታችኞች

20. ከሚከተሉት የግንኙነት ሚናዎች መካከል፣የበለጠ ዋጋ የሚሰጡት ለየትኛው ነው?

ሆ፣ግጭትን ለመፍታት

ለ፣ለውይይት

ሐ፣ትእዛዝ መስጠት

መ፣የታዘዘ ሥራ ማከናወን

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21. የሚፈለጉትን ግቦች (ግጭትንመፍታት) ላይ ላለመድረስ ምክንያት ምን ዓይነት እንቅፋት ይመስልዎታል?

ሆ፣ግንኙነት

ለ፣የአመለካከት ልዩነት

ሐ፣የባህል ልዩነት

መ፣የቋንቋ ልዩነት

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ክፍል ሶስት

ለአስተዳዳሪው የተዘጋጁ የቃለ መጠይቅ ጥያቄዎች

- 1, የእርስዎን ድርጅታዊ ግንኙነት እንዴት ይገልጹታል?
- 2, በድርጅት ውስጥ የግንኙነት ሂደት ዋና ዋና ነገሮች እነዚህ ናቸው?
- 3, በድርጅታዊ ግንኙነት ውስጥ ምን ጠቃሚ እርምጃዎችን ያስባሉ?

4, በድርጅትዎ የግጭት አፈታት ሂደት ውስጥ የግንኙነት ሚና እንዴት ይገለጻል?

5, በድርጅትዎ ውስጥ ግጭቶችን ለመፍታት የግንኙነት እንቅፋቶች ምንድን ናቸው?

ለሠራተኞች ተወካይ የተደረጉ ጥያቄዎች

1, በኤጀንሲው ውስጥ ያለውን የቡድን እና የትብብር ባህል እንዴት ይገልጻል?

2, ከምትወክለው ሰራተኛ ያለማቋረጥ ምን አይነት ቅሬታ ወደ አንተ ይመጣል?

3, በሠራተኞች መካከል አለመግባባቶችን እና ግጭቶችን እንዴት ይቋቋማሉ?

4, በድርጅትዎ ውስጥ የግጭት አፈታት ስትራቴጂ ሆኖ የግንኙነት ሚና እንዴት ይገልጻል?

5, የትኞቹ የድርጅቱ ገፅታዎች መሻሻል አለባቸው?