



**ADDIS ABABA UNIVERSITY SCHOOL OF MA PROGRAMME IN HUMAN
RESOURCE MANAGEMENT**

**"Assessment of Conflict Management Practice: The
Case of Dashen Bank"**

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**Final Thesis submitted to Addis Ababa University, School of Graduate Studies in Partial
Fulfillment of the Requirement for the Degree of Master of Human Resource Management**

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JUNE, 2023 ADDIS ABABA:

ETHIOPIA

Declaration

I, Anteneh Tekilu , hereby declare that this thesis has been conducted by way of me below the Supervision of - **Baheren Asrat (Ph.D.)**. This thesis has never in its present form, or in Some other shape, been provided to some other inspecting frame for the award of any diploma. Wherein the perspectives and thoughts of others have been used, they were duly stated. I therefore take obligation for any inaccuracies and shortcomings, which can be detected in this thesis.

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Certification

I hereby certify that everyone the correction and recommendation suggested with the aid of the committee of examiners are integrated into the final essay entitled “Assessment of Conflict Management Practice: The Case of Dashen Bank”

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ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE GRADUATE PROGRAM
“Assessment of Conflict Management Practice: The Case of Dashen Bank”

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ACKNOWLEDGMENT

First and for most all reward be to “Almighty God” for helping me in all aspects of my existence. This research paper could not have real without the guidance and the help of some individuals. I would really like to express my honest gratitude to my Adviser **Bahran Asrat** (Ph.D.). For the unbounded support of my studies, and his experiential and academic insight unto this thesis. And for all Dashen Bank head office staff member especially who were cooperative for the interview and to fill the questioner.

Thank You!

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List of Acronyms

Alternative dispute resolution.....	(ADR)
Conflict management.....	CM
Dashen Bank share company.....	DBSC
Human resource management.....	HRM

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Abstract

The purpose of this study was to assess of Conflict Management Practice: The Case of Dashen Bank" focuses on the Head office of Dashen Bank SC in Ethiopia. To objectively answer the research questions, and meet the objectives of the study, the researcher employed both quantitative & qualitative approaches and descriptive survey design. The target populations for this study were Head office employees, and managers of the Bank. Totally 100 samples of respondents were selected using a simple random sampling techniques. The type of data used in this study was primary and secondary sources. The study employed structured questionnaires and semi-structured interviews for data collection. The quantitative data collected through questionnaires were analyzed quantitatively using descriptive statistical tools (frequencies, percentages, means, and standard deviations), whereas the qualitative data collected through open-ended questions and interviews were analyzed qualitatively using descriptions and narrations. The study found that the two types of conflict that are seen at Dashen Bank head Office are interpersonal conflict (80.0%) and intergroup conflict (20.0%) and the Bank approach to handling conflicts is inadequate and through hearsay is the most way administrative staff gets information about existence of conflict. Finally, based on the research findings and conclusions drawn, the study recommended Dashen Bank to enhance awareness of conflict-related issues, a unique orientation and training program should be created. Additionally, the organization should set up various opportunities for the staff to improve their interactions with one another in order to prevent the aforementioned difficulties.

Key Words *Alternative dispute resolution, Conflict management, Dashen Bank share company, Human resource management,*

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Making an environment where employees can work together to achieve their objectives and the goals of the business in general is one of management's key responsibilities. One issue that persists in organizations is the rivalry between people and work groups for limited resources, positions of power, and other benefits to the point that this competition hinders (or even strengthens) cooperative efforts. Conflicts are the common term for these conflicts, whether they are negative or positive.

According to (Schramm-Nielsen (2002)), "a conflict is characterized as a condition of intense disagreement and debate about a subject that at least one of the persons involved considers to be significant. (Fajana (1995)) defined "conflict as a difference of opinion between two or more parties that believe they have contrasting issues. Every time one party's conduct is thought to hinder or interfere with the objectives, requirements, or actions of another party, it is present. Conflict may be tied to power and politics and can be seen as a reality of organizational behavior and management". As according (Mullins (2005)), "conflict is conduct that is done to prevent another person from achieving their objectives.

Conflicts arise if one party's activities are seen as impeding or blocking the objectives, demands, or actions of another party. Different organizational experiences, such as conflicting objectives, different viewpoints on how to interpret the data, negative disputes over resource sharing, hurt feelings, or differences in ideals and ideologies (Mullins, 2005). Conflicts of all kinds frequently arise when people with diverse histories, points of view, values, needs, and personalities encounter. Because the majority of individuals have diverse histories and dispositions, this condition is particularly true at higher education institutions. The presence of conflict is influenced by a number of things. These factors can be generally divided into three categories: Factors affecting communication, structures, and personal behavior ((Red luthan 1993)). Conflicts are categorized by David J. (Cherrington (1989)) as either functional or dysfunctional. A clash between groups that enhances and benefits the functioning of the organization is known as functional conflict.

Dysfunctional conflicts are those that include an altercation or contact between groups that are detrimental to the organization or obstruct the accomplishment of organizational objectives.

In order to do this, the organization's management are expected to inspire the functioning employees while avoiding the dysfunctional ones. (Stephen Robbins (1996)) provided a list of conflict management techniques that may be used to resolve dysfunctional conflicts that were present in a company. These methods—which include avoiding, working together, and being accommodating, competing, and compromising—are referred to as "conflict management styles." In addition to this, third-party interventions and discussions are also considered as viable dispute resolution strategies ((Robert A. Baron & Jerald Greenberg, 1990). Even though the majority of Dashen Bank institutions have only been around for a little over 27 years, these conflicts can be attributed to a variety of different causes.

Dashen Bank was established as per the intent of the new policy and the Ethiopian investment code. It came into existence on September 20, 1995 according to the commercial code of Ethiopia, 1960, and the licensing and supervision of banking business proclamation No. 84/1994. The first founding members were 11 businessmen and professional that agreed to combine their financial resources and expertise to form this new private bank.

There are a few reasons why I selected Dashen Bank as the case study for the thesis entitled “conflict management system practices and their effects on organizational performance in Ethiopian financial institutions:”

1. Reputation: Dashen Bank is one of the leading financial institutions in Ethiopia, with a strong reputation for innovation and customer service. As such, it may be an interesting case study for exploring how conflict management practices can impact the performance of a highly-regarded financial institution.
2. Size and Complexity: Dashen Bank is a large and complex organization, with multiple branches and a diverse range of employees. As such, it may be an interesting case study for exploring how conflict management practices can be implemented effectively in a large and complex organization.

3. Industry Context: The financial sector in Ethiopia is growing rapidly, with more banks and financial institutions entering the market. As such, there may be a need for improved conflict management practices to maintain a competitive edge. Dashen Bank may be an interesting case study for exploring how conflict management practices can impact organizational performance in this rapidly-evolving industry context.

Overall, selecting Dashen Bank as the case study for your thesis on conflict management system practices and their effects on organizational performance in Ethiopian financial institutions can offer valuable insights into how conflict management practices can impact the performance of a leading financial institution in a rapidly-evolving industry context.

1.2. Statement of the Problem

Conflict management is an essential aspect of organizational management as it helps to minimize the negative impact of conflicts on the performance of the organization. In the financial sector, where competition is high, conflicts can arise from various sources, such as differences in opinions, power struggles, and resource allocation. Therefore, having an effective conflict management system in place is crucial for financial institutions to maintain a productive and harmonious work environment.

Regardless of the quality of a manager's leadership or his or her style of management and regardless of how well planned the organizational structure is, conflicts will occasionally arise within an organization. In fact every organization undergoes a certain amount of internal conflict that must be recognized and dealt with in a positive fashion if the organization is to prosper. In neither case, if the organization tends to recognize all the conflicts encountered in a negative way, it will most likely lose some of the benefits that it can obtain. It may be said that it is the mismanagement of conflict rather than conflict itself that causes real trouble in an organization. Management's task is to recognize conflict whenever it occurs and use it whenever possible to secure the organization's best advantage. With this regard, Dashen Bank S.c encountered several conflicts since its existence which are existed between different parties in the institution. As far as the institution's conflict history is concerned, several individuals who were its employees were resigned from it because of the conflict that they confronted with different parties in the organization. Currently also, there are several dysfunctional conflicts which are observed between several parties in the organization. For instance frequent conflicts are being observed between management staff members of the Bank and non management.

There is also a conflict which is often observed between the between management staff members of the Bank like personnel and finance department heads. The non management staff members of the organization are also faced several conflicts in between themselves and with management staff members of the organization because of existence of several sources of conflict and a wide range of conflict of interest between these parties.

Because of this fact, employees of an organization are being less committed to their responsibilities, there is also an increasing rate of turnover, there is low level of worker's job satisfaction ...etc. this in turn creates some gap in quality service provision and the overall effectiveness of the organization, On the other hand, there is a tendency to recognize all conflicts encountered in an organization as a destructive conflict. There is also failure to apply an appropriate style or mechanism of conflict management to solve the conflicts. These problems made conflict management an issue at Dashen Bank S.c. To this end, the institution called for any interested researcher who is willing to conduct a research on several organizational issues including the one under which this research is conducted , All these realities provoke this research to assess the conflict and conflict management practice of Dashen Bank S.c so that some useful recommendations will be forwarded.

Overall, this thesis on conflict management practice on Dashen Bank has the potential to contribute to the existing literature on conflict management practice. By exploring the theoretical frameworks and literature, as well as the cultural and contextual factors, I can develop a more comprehensive understanding of this topic and offer practical recommendations for improving conflict management practices on financial sector.

1.3. Research Questions

1. What are the current conflict management practice in Dashen Bank S.c?
2. What are the strengths and weaknesses of Dashen Bank's conflict management?
3. What are the main sources of conflict in Dashen Bank S.c?

1.4.Objectives of the Study

1.4.1. General Objective

The general objective of the study was to assess the conflict management practice in Dashen Bank S.C.

1.4.2. Specific Objective

1. To assess the current conflicts management practice of Dashen Bank S.c.
2. To identify the strengths and weaknesses of Dashen Bank's conflict management.
3. To determine the main source of conflict in Dashen Bank S.c.

1.5.Significance of the Study

The following implications for parties with direct or indirect interest in this research are thought to exist: It helps the researcher to get fundamental knowledge about a range of conflict management-related concerns. The findings of the research can assist the Bank in implementing corrective measures against the issues found in the research. The Bank may be able to resolve internal problems with the help of the researcher's ad hoc solutions. People who desire to conduct additional research on the same or similar topics may use this study as a possible reference.

1.6. Scope of the Study

Dashen Bank a shareholders Bank organization is the subject of this study that specializes in conflict management. Because their operating environment is so widespread inside Bank, The results of this research may have implications for other governmental and private bank intuitions across the nation. The conflicts that the organization's workers experienced are the main topic of this investigation. In order to do this, the necessary data is exclusively obtained from the employees of the business (not from other parties such as students or other clients in the community) to make the study more manageable. Additionally, because the research is making a payment, it is thought that focus on the conflict management element, information from personnel from to make the study more manageable; the necessary data is solely collected from organization employees and customer. Furthermore, since the study is paying close attention to the conflict management

element, it is thought that information from organization employees is valuable given that they are engaged in conflict management. Additionally, the scope of this study is limited to conflict management. For the purpose of precision, some organizational issues outside of this domain are not included.

1.7. Limitations of the Study

Generalizability: While the thesis may provide valuable insights into the impact of conflict management practice in Dashen Bank, it may not be representative of other financial institutions in Ethiopia or other countries. Therefore, the generalizability of the findings may be limited.

Data Availability: Depending on the availability of data, collect all the necessary data to fully explore the research questions in the thesis may not be easy. For example, financial performance data may not be publicly available or may be difficult to obtain.

Subjectivity: the study may be subject to biases and subjective interpretations, particularly when analyzing qualitative data. This may impact the validity and reliability of the findings.

Time Constraints: Conducting a comprehensive study on conflict management practice in a specific financial institution may require significant time and resources. As such, time constraints may limit the scope and depth of the study.

1.8. Organization of the study

There are five main chapters in this research report. The study's background, the organization's background, the issue statement, the study's aims, its relevance, its scope, its limitations, the research technique, and its organization are all included in the first chapter, which serves as an introduction. The second chapter will provide a review of the literature review. The third about the research methodology, the fourth chapter consists of the analysis and presentation of the information collected from the participants. The summary and the conclusion, and suggestion are all included in chapter five. Before and after these five chapters, there will be other additional sections of the research report like appendix reference abstract and table of content.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

Conflict management is an essential aspect of organizational management, particularly in the financial sector where competition is high and conflicts can arise from various sources, such as differences in opinions, power struggles, and resource allocation. This literature review examines the existing research on conflict management practice in the context of Ethiopian financial institutions, specifically in the case of Dashen Bank.

2. 1. Nature and Scope of Organizational Conflict

Many academicians have presented a variety of definitions for the term "conflict," as well as a number of conflict types that should be taken into account when handling it. The sentences that follow provide some definitions and types of conflict as described by experts. Conflict has been characterized in a wide variety of ways. Although the term has come to mean many different things, most definitions share a few key ideas. Conflict must be viewed by the parties involved; whether conflict actually exists or not is a matter of perception. It is usually believed that no dispute exists if no one is aware of it. Opposition or incompatibility and some sort of interaction are other commonalities among the descriptions. These factors establish the circumstances that establish the starting point of the conflict process. Therefore, conflict can be described as a process that starts when one side believes that something important to the first party has been adversely affected by another party or is soon to be adversely affected by another party. Conflict arises when one party believes that the interests of the other party are being opposed or negatively impacted. and /or When two people pursue goals that are contradictory with one another, a conflict results since one person will inevitably gain at the expense of the other.

The word "conflict" has been used to describe a variety of situations, from internal conflict brought on by conflicting demands or desires to open hostility between entire societies (warfare). However,

in the context of DB, conflict mainly refers to instances where groups or individuals within an organization act in opposition to one another rather than in concert. More officially, conflict is a process in which one party believes that another party has taken some action that will negatively affect its major interests or is likely to take such action, according to one widely accepted definition. In other words, the essential components of conflict seem to be:

- Competing interests between people or organizations,
- Admitting such opposition,
- Each side's perception that the other will obstruct (or has already blocked) their interests
- Actual blocking of those interests.

. The term "conflict" has also been used to refer to the pre-conflict conditions (such as a lack of resources), the affective states of people (such as hostility or stress), the cognitive states of people (such as their awareness of conflict situations), and the conflict behavior states (such as passive aggression and overt aggression). Therefore, conflict encompasses all forms of opposition or hostile behavior. ⁵Conflict occurs when two or more viewpoints, ideas, or opinions are directly opposed to one another and have not yet been unified or agreed upon. ⁶ Conflict is the phrase used to describe a prolonged state of hostility between two or more parties in politics. persons in groupings. Conflict is typically defined as "when two or more parties, with perceived contradictory goals, seek to undermine each other's goal-seeking capability" in graduate and professional conflict resolution courses.

2.2. Views of conflict

The term "Conflict" about the purpose of dispute in organizations and groups is perfectly applicable. According to one school of thought, conflict must be **avoided**, as it suggests that there is a problem within the group. This is the traditional viewpoint. A different school of thought, the human relations view, contends that conflict is a normal and inevitable result in every organization and that it need not always be bad but instead has the potential to be a beneficial force in deciding collective performance. The third and most recent perspective, while explicitly stating that some conflict is absolutely necessary for a group to function well, suggests that conflict can be a beneficial force in a group. Label this third school the interactions approach. Let's take a closer look at each of these views.

2.2.1. The Traditional view

Early approaches to conflict pre supposed that all conflict was negative. Conflict was perceived unfavorably, and to further emphasize this, it was often used as a synonym for concepts like violence, devastation, and irrationality. By definition, conflict was bad and should be avoided. The conventional viewpoint matched the ideas that were prevalent on group behavior in the 1930s and 1940s. Conflict was seen to be a dysfunctional effect of Poor interpersonal relationships, a lack of trust and openness, and managers who are not receptive to the needs and goals of their staff members.

The idea that all conflict is undesirable offers a straightforward method for examining the actions of those who instigate conflict. Since all conflict should be avoided, all that is required to increase group and organizational performance is to focus on the causes of conflict and fix them. Many of us continue to judge conflict situations using this antiquated criterion, despite the fact that research studies now offer compelling data to refute the claim that this strategy to conflict reduction leads to great group performance.

2.2.2. The Human Relations View

From the human relations perspective, conflict occurs naturally in all groups and organizations. The inhuman relations school promoted accepting conflict because it was unavoidable. They explained why it was there by saying that it couldn't be stopped and that sometimes conflict may actually improve a group's effectiveness. From the late 1940s through the middle of the 1970s, conflict theory was dominated by the human relations perspective.

2.2.3. The Interactions View

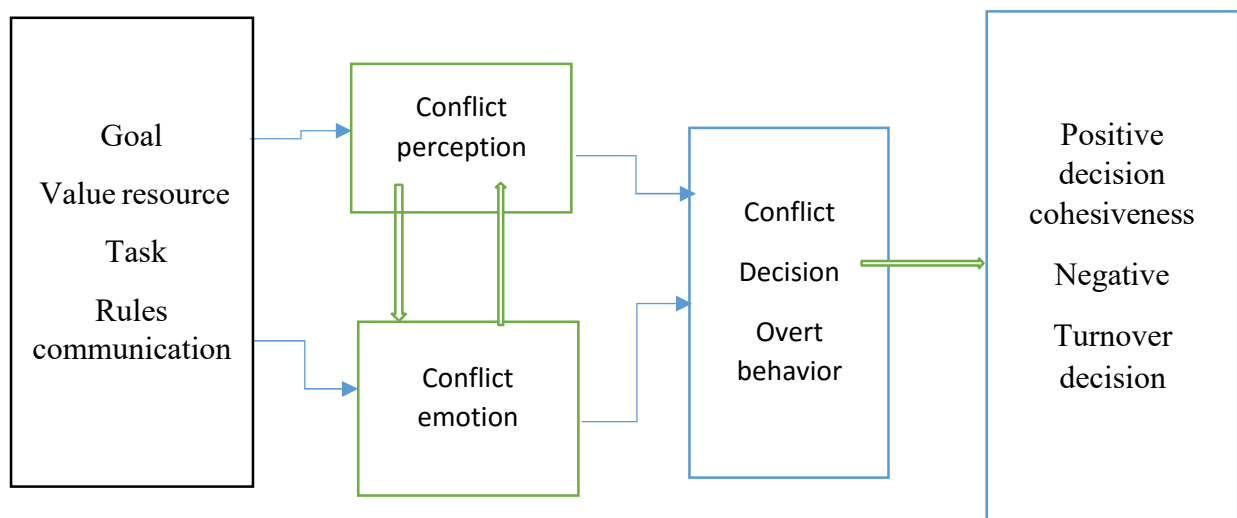
A peaceful, tranquil, quiet, and cooperative group is prone to becoming static, indifferent, and unresponsive to requirements for change and innovation, whereas the interactions method welcomes conflict. This is in contrast to the human relations approach, which embraced disagreement. The interactions approach's fundamental contribution is to persuade group leaders to maintain a constant minimal degree of conflict—enough to make the group dynamic, self-aware, and innovative. Given the interactional perspective, it is clear that it is improper and naive to claim

that conflict is always beneficial or bad. The sort of dispute determines whether it is constructive or destructive. Differentiating between healthy and dysfunctional conflict is very important.

2.3.The conflict process

When we talk of a conflict-filled situation, we typically mean the visible manifestations of it—the heated exchanges of words, brawls, and opposing gestures. However, the conflict process as a whole does not include this evident conflict. The conflict process begins with the sources of conflict, such as incompatible aims, opposing values, and other circumstances that cause one or both parties to believe that there is a dispute, as shown in Exhibit 1 below. Later, we will examine these points of contention in further detail since the secret to successful conflict resolution is to comprehend and address the underlying causes.

Figure 2.1 conflict Process



2.3.1.Source of conflict and Conflict outcome

Contrasting objectives ***Incompatibility of goals*** is a frequent cause of conflict. When one employee's or department's personal or professional goals appear to conflict with those of another, this is known as goal incompatibility. Conflict may arise as a result of differences in personal values, attitudes, receptions, cultures, educational backgrounds, and other relevant factors.

Interdependence among tasks: The degree of task dependency tends to create conflict. Task interdependence occurs when team members need to communicate while carrying out their work,

share common inputs for separate tasks, or receive information from one another. Results (like prizes) that are influenced in part by the actions of others, because there is a greater probability that each party may obstruct or interfere with the objectives of the other side, the risk of conflict increases with task interdependence.

i. Pooled interdependence: This type of interdependence, which is weaker than independence, involves work units operating autonomously with the exception of relying on a single resource or source of authority.

ii. Sequential interdependence: This happens when one person or unit's output becomes another person or unit's direct input.

iii. Reciprocal interdependence: This is the ultimate level of interdependence, in which individuals or labor units trade one another's output. As an illustration, bus drivers depend on maintenance teams to keep the buses in excellent working order, while maintenance teams depend on drivers to drive safely and efficiently to reduce the amount of work they have to do.

Lack of Resources: Conflict results from the lack of resources because individuals compete with one another for them in order to accomplish their goals.

Uncertain Rules: Conflict is bred by ambiguous rules or a complete lack of norms because there is a greater chance that one side will try to obstruct the objectives of the other. Ambiguity also promotes political strategies, and occasionally workers engage in a free-for-all struggle to influence decisions in their favor. Conflict is more frequent during mergers and acquisitions, which is explained by this. Few norms have emerged to reduce the scheming for power and resources among employees of the two organizations, who have divergent practices and principles. On the other hand, when there are explicit norms in place, staff members are aware of what to expect from one another and have committed to follow them.

Communication issues include: Lack of opportunity, capacity, or willingness to communicate effectively is a common cause of conflict. Now let's examine each of these reasons.

First off, when two people are unable to communicate, they frequently justify previous conduct and foresee future course of action. Unfortunately, stereotypes are so subjective that they might

cause negative interpretations of an opponent's conduct, intensifying feelings of hostility. In addition, the two parties have less psychological empathy for one another when there is no direct communication.

Second, some persons lack the abilities needed for diplomatic, non-confrontational communication. Opponents are more inclined to magnify the conflict in their minds when one side expresses dissent in an arrogant manner. Another message that arrogant behavior conveys is that one side prefers competition to cooperation. The opposing party may respond with a similar approach to handling conflicts as a result of this mentality. As a result, as we previously discussed, inefficient communication frequently causes the conflict cycle to escalate.

Another issue that can result from poor communication is a lowered desire to communicate with in future. For instance, soon after being hired, an information services manager verbally harassed an accountant. He hasn't spoken to the management since, which has resulted in certain issues going unnoticed and unsolved. Another worker claimed that for five months, they only exchanged emails as their relationship with his management deteriorated to such an extent. These responses are expected. People are less inclined to interact with individuals in a relationship that is experiencing socio-emotional conflict since it is uncomfortable.

Unfortunately, less communication can lead to a conflict getting worse because it's harder to understand what the other person is going through and opponents are more prone to act aggressively. Rely on exaggerated assumptions about the opposing side. In fact, conflict has a tendency to further skew these stereotypes because it causes us to develop a more negative social identity. This helps us maintain a strong sense of ourselves throughout these tumultuous times. Along with the previously discussed disparities in values and beliefs, the lack of communication motivation also explains why conflict occurs more frequently in cross-cultural relationships. People sometimes find it awkward or uncomfortable to converse with coworkers from other cultures, which deters them from doing so. People rely more on stereotypes to fill in the gaps when communication is scarce. They frequently misinterpret one another's verbal and nonverbal cues, which escalates the argument.

2.3.2. Intentional Conflict

Conflict perceptions and feelings typically show themselves in the choices and overt actions one party takes toward the other. These conflict episodes can take many different forms, from subtle nonverbal cues to violent hostility. Conflict can also be shown in how one party chooses to resolve it, such as whether they try to defeat the other or come up with a win-win solution. The choices and actions of each side are influenced by these styles. As a result, they are essential in determining whether the dispute will worsen or end soon.

2.3.3. Cycle of Conflict Escalation

Arrows looping back from forum manifest conflict to conflict perceptions and emotions are depicted as the conflict process in the above exhibit. These loops represent the idea that the conflict process is basically a collection of incidents that may join together to form a spiral or escalation cycle. This cycle of conflict can be started with just one incorrect remark, misunderstanding, or undiplomatic conduct. These actions convey information to the other person that gives the impression of conflict. The second party's reaction could give the impression that the first party intended to show disagreement even if they didn't.

Both sides may use logical analysis to resolve the issue if it is still task-related. However, there is enough ambiguity in the communication process that a misplaced look or remark could elicit an emotional response from the other party and pave the way for interpersonal conflict. Each side is less motivated to talk as a result of these erroneous beliefs and feelings, which makes it more challenging for them to find common ground and, ultimately, come to an agreement. As a result, the parties rely more on preconceptions and feelings to support their opinions about the opposing party. Certain systemic factors make conflict escalation more likely. Conflict tends to escalate among employees who are less polite and more combative.

2.3.4. Conflict Resolution

It is hardly surprising that most people link conflict management to minimizing or eliminating conflict. Task-related conflict should, nevertheless, occasionally be fostered. It's not always the goal of conflict management to reduce conflict. It refers to efforts that change the kind and intensity of conflict in order to enhance its positive effects and reduce its dysfunctional outcomes. This

occasionally entails raising the level of task-related conflict, which aids in problem recognition, the identification of potential solutions, and improved comprehension of the pertinent topics. People are prompted to consider fresh viewpoints and engage in productive debate by this constructive conflict. Where intergroup conflict enhances team dynamics within those units, conflict is also advantageous. Teams become more cohesive and task-focused when they are exposed to external threats. Members of the team are driven to work harder when there is moderate conflict. Efficiently toward their objectives, thereby boosting the effectiveness of the team.

2.4. Effect of Conflict on Organizational Performance

Conflict can have both positive and negative effects on organizational performance. On the one hand, conflict can stimulate creativity and innovation, encourage critical thinking, and promote healthy competition among employees. When managed effectively, conflict can lead to improved decision-making and problem-solving, increased motivation and job satisfaction, and enhanced team performance.

On the other hand, unresolved or poorly managed conflict can have negative consequences on organizational performance. Conflict can lead to increased stress, tension, and absenteeism among employees, which can impact their productivity and overall job performance. Unresolved conflict can also lead to decreased job satisfaction and employee morale, higher turnover rates, and decreased organizational commitment.

In the context of financial institutions, where competition is high and the stakes are significant, the negative effects of conflict can be particularly damaging. Unresolved conflict can lead to decreased customer satisfaction, poor financial performance, and damage to the institution's reputation. As such, effective conflict management practices are essential in mitigating the negative effects of conflict and promoting positive organizational performance.

Overall, the effect of conflict on organizational performance is complex, and depends on various factors such as the type and intensity of the conflict, the culture and management style of the organization, and the conflict management practices in place. By examining these factors and exploring the impact of conflict management system practices on organizational performance in the context of Ethiopian financial institutions, specifically in the case of Dashen Bank, this thesis can provide valuable insights into how conflict management practices can enhance organizational

performance, and offer practical recommendations for improving conflict management practices in financial institutions.

1. Positive Effects: When managed effectively, conflict can have positive effects on organizational performance. For instance, conflict can stimulate creativity and innovation, encourage critical thinking, and promote healthy competition among employees. Conflict can also lead to improved decision-making and problem-solving, increased motivation and job satisfaction, and enhanced team performance.

2. Negative Effects: Unresolved or poorly managed conflict can have negative consequences on organizational performance. Conflict can lead to increased stress, tension, and absenteeism among employees, which can impact productivity and overall job performance. Unresolved conflict can also lead to decreased job satisfaction and employee morale, higher turnover rates, and decreased organizational commitment.

3. Impact on Financial Institutions: In the context of financial institutions, the negative effects of conflict can be particularly damaging. Unresolved conflict can lead to decreased customer satisfaction, poor financial performance, and damage to the institution's reputation. In a highly competitive and regulated industry like the financial sector, effective conflict management practices are essential in mitigating the negative effects of conflict and promoting positive organizational performance.

4. Factors that Influence the Effect of Conflict: The effect of conflict on organizational performance depends on various factors such as the type and intensity of the conflict, the culture and management style of the organization, and the conflict management practices in place. For instance, conflict that is task-oriented and focused on work-related issues is more likely to have positive effects on organizational performance compared to conflict that is relational and focused on personal issues.

5. Importance of Effective Conflict Management Practices: Effective conflict management practices are essential in mitigating the negative effects of conflict and promoting positive organizational performance. Such practices may include open communication, active listening, mediation, negotiation, and the use of conflict resolution frameworks or models. Financial

institutions need to develop and implement effective conflict management practices that are tailored to their specific organizational culture and context.

6. Impact on Organizational Performance Dimensions: Conflict can impact various dimensions of organizational performance, including financial performance, customer satisfaction, and employee engagement. For instance, unresolved conflict in the workplace can lead to decreased productivity, which can impact financial performance. Conflict can also lead to decreased customer satisfaction if it results in poor service delivery. Similarly, unresolved conflict can lead to decreased employee engagement, which can impact job satisfaction, turnover rates, and overall organizational commitment.

Overall, understanding the effect of conflict on organizational performance is critical for financial institutions as it can impact various dimensions of organizational performance. By exploring the impact of conflict management system practices on organizational performance in the context of Ethiopian financial institutions, specifically in the case of Dashen Bank, your thesis can provide valuable insights into how financial institutions can develop and implement effective conflict management practices to enhance organizational performance.

2.5. Ineffective Conflict Resolution Techniques

People frequently respond to unpleasant confrontation in predictable ways known as styles. Over the years, several conflict styles have been classified. Conflict specialist's opinion there are five distinct conflict-handling styles described in Afzalur Rahim's paradigm. There is no one best style; each has advantages and disadvantages and is constrained by the circumstances.

Integrating: In this approach, interested parties approached the problem and worked together to identify the issue, come up with and evaluate potential solutions, and choose one. Integrating makes sense for complicated problems that are rife with misunderstanding. It is ineffective, nevertheless, at settling disputes brought on by divergent value systems. Due to the fact that it addresses the root cause of the issue rather than just the symptoms, its main strength is that it has a more lasting effect. The primary weakness of this style is that it is very time consuming.

Enabling (smoothing): An agreeable individual puts the needs of the other person above their own. This approach, often known as smoothing, minimizes distinctions while highlighting

similarities. Being obligated could be a suitable conflict. Handling technique when receiving anything in return is a possibility. But it is improper for situations that are complicated or getting worse. Its main asset is that it promotes collaboration. Its primary flaw is that it only offers a Band-Aid solution and ignores the core issue.

Dominating (forcing): I-win-you-lose tactics are encouraged by a self-centered attitude and a lack of consideration for others. The need of the opposite party is usually disregarded. Due to its reliance on official power to enforce conformity, this method is sometimes referred to as forcing. Taking charge is suitable when a deadline is approaching, the problem is minimal, or an undesirable remedy must be applied. In a welcoming and interactive environment, it is suitable. Its major strength is speed. This dominant style's main flaw is that it frequently causes resentment.

Avoiding: - This strategy could entail either a passive avoidance of the topic or a proactive suppression of it. Avoidance is appropriate when the advantages of resolution outweigh the costs of confrontation or when the matter at hand is small. It is not suitable for challenging issues that are becoming worse. The fundamental benefit of this approach is that it buys time in developing or unclear circumstances. The tactic's main flaw is that it just addresses the symptoms and not the root cause.

Compromise: This is a give-and-take strategy including a modicum of self- and other-regard. When parties have opposing objectives or similar levels of power, compromise is appropriate. However, if overuse results in inconclusiveness, compromise is improper. Action (e.g., failure to achieve manufacturing deadlines) (e.g., failure to meet production deadlines). The democratic approach has no losers, which is the main advantage of this strategy, but it's a Band-Aid that may hinder original problem-solving.

2.6. Select the most Efficient Dispute Resolution Approach

The collaborative style is typically seen as the best method of resolving disputes. For instance, the collaborative approach to dispute resolution yields better joint venture results. Compared to when a non-collaborative approach is utilized, the parties discuss problems more promptly and honestly, ask for their partners' thoughts, and provide more detail about their plan of action. However, this approach only functions in specific situations. In particular, it works best when the parties do not

have completely competing interests and when there is sufficient openness and confidence between them. Because organizational disagreements are rarely won-loss situations, collaboration is often preferred. If the parties look for innovative solutions, there is typically a chance for mutual gain. Despite what you might assume, avoiding a confrontation may be the best course of action when the matter at hand is minor or when you need to temporarily defuse a heated argument. Conflict avoidance, though, shouldn't be a permanent answer because it aggravates the other person much more. Because total opposition occurs seldom in corporate interactions, the competing approach of conflict resolution is typically ineffective. However, when you are confident in your position and a speedy resolution to the conflict is required, competing may be essential. Use the opposing manner, for instance, if you think the other side's position is when something is immoral or otherwise goes against your core ideals.

The competing approach additionally, it can be required if the other side would benefit from more cooperation strategies. When the other party has significantly more power or the problem is less essential to you than it is to the other side, the accommodating manner may be suitable. The other party may have excessively high expectations as a result of your accommodating actions, which may encourage them to ask for more of you in the future. Ultimately, being tolerant could increase conflict rather than reduce it. When there is minimal chance of achieving mutual benefit through issue resolution, both sides have equal power, and both are under time pressure to resolve their disagreements, the compromise technique may work well. Compromise, meanwhile, is rarely a permanent fix and might lead to the parties missing out on opportunities for gain.

2.7. Structural Methods of Dispute Settlement

Our response to the other party in a conflict scenario is referred to as our conflict management style. However, managing conflicts also entails addressing their underlying structural causes of a possible fight. The primary structural strategies are listed in the following exhibit. Although this part focuses on techniques to diffuse conflict, it's important to remember that conflict management tactics can occasionally backfire and make matters worse. This happens most often when the tactics discussed in the following pages are reversed.

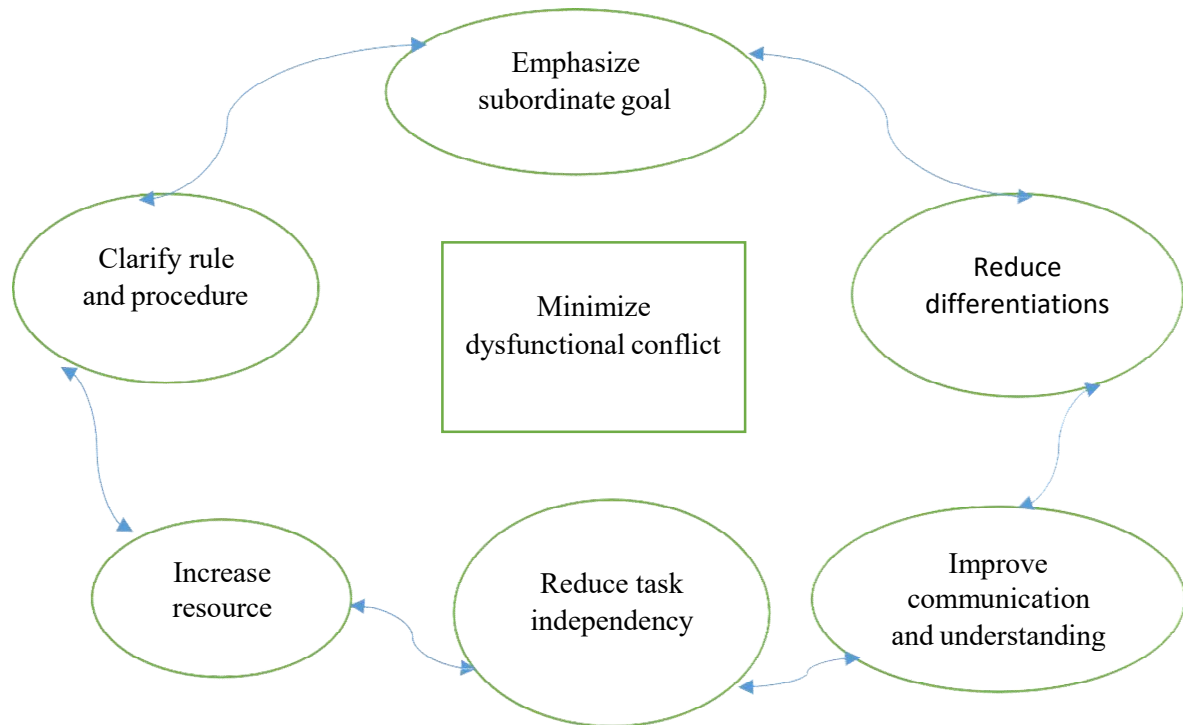


Figure 2.3 Structural approach of conflict management

2.7.1. Placing a Focus on Superior Objectives

Subordinate goals are shared aims that are more significant than the departmental or personal goals that are the basis of the dispute between two parties. By Employees put less focus on and experience less conflict with coworkers over conflicting individual or departmental-level goals as a result of their increased dedication to the company's overall goals. Because they create a shared frame of reference, Subordinate objectives may help lessen the issue of difference. Although heterogeneous team members still see diverse approaches to accomplish organizational goals, superior goals make sure that they all comprehend and concur on the goals themselves.

2.7.2. Decreasing Differentiation

Reducing the disparities that cause the conflict in the first place is another strategy to lessen dysfunctional conflict.

2.7.3. Enhanced Understanding and Enhanced Communication

Effective conflict management requires good communication. Between informal get-togethers of workers who wouldn't normally interact and formal processes where differences are acknowledged and explored, communication may take many different forms. When personnel eat and socialize together, multinational peacekeeping operations collaborate more successfully. Employees acquire less extreme opinions of one another than they would if they relied just on preconceptions and feelings when given more chance, capacity, and motive to communicate knowledge. Direct contact helps one comprehend the working conditions and resource constraints of the other party or department. When functional specialization is required and reducing differentiation is impossible, ongoing communication is especially crucial.

2.7.4. Keeping Task Dependency to a Minimum

In order to reduce dysfunctional conflict, the parties may need to become less interdependent from one another because dependency causes conflict to rise. If This tactic, if successful, can involve partitioning the resource such that each side has exclusive access to a portion of it. Jobs that are mutually or sequentially interdependent may be joined to create a pooled dependency. For instance, each person might do both customer activities independently, as opposed to having one staff serve clients and the other run the cash register. Additionally, buffers assist in lowering the task interdependence index between individuals performing sequential activities. Additionally, we discover human buffers in organizations—individuals who step in between highly interconnected groups of people or work units.

2.7.5. Increasing Additional Resources

Increasing the number of resources accessible is a clear strategy to alleviate conflict brought on by resource shortage. Due to the associated expenses, corporate decision makers may swiftly reject this approach. However, businesses must carefully weigh these expenses against the expenses of dysfunctional conflict brought on by a lack of resources.

2.7.6. Clarification of Rules and Procedures

Uncertain decision-making processes about the distribution of limited resources might result in certain disputes. As a result, these disputes can be reduced by creating guidelines and procedures. Rules, such as when students may use the laser printer or how long they can check out library books, help to organize the allocation of resources. Rules define modifications to the conditions of interdependence, such as changes to an employee's work schedule or a supplier's ability to complete an order. Most of the time, the parties who will be impacted by these regulations take part in choosing these interdependence terms. The technique of defining rules is a component of the wider negotiating process since it redefines the parameters of dependency.

2.8. Gender and Culture-based Disparities in Approaches to Conflict Resolution

Conflicts over cultural differences are not the only thing they may cause. Our preferred conflict resolution method is also influenced by our cultural background since we feel more at ease adopting conflict resolution methods that are congruent with our cultural and personal values. system. According to research, people from collectivist cultures—where the pursuit of community goals is prized above the pursuit of individual aims—are driven to sustain peaceable relationships. As a result, they frequently turn to avoidance or teamwork to settle disputes. People from individualistic cultures, however, tend to use a compromise or competitive approach more frequently. Collectivists can be just as aggressive against those outside their community as individualists might be. Collectivists, on the other hand, tend to avoid conflict wherever it's feasible. Some authors advise Some writers suggest that men and women also tend to rely on different conflict management styles.

Generally speaking, women pay more attention than do men to the relationship between the parties. Consequently, they tend to adopt a collaborative style in business settings and are more willing to compromise to protect the relationship. Men tend to be more competitive and take a short-term orientation to the relationship. Of course, we must be cautious about these observations because gender has a weak influence on conflict management style. As a result, they frequently turn to avoidance or teamwork to settle disputes. People from individualistic cultures, however, tend to use a compromise or rivalry mentality more frequently.

Collectivists can be just as aggressive against their community as individualists may be. Collectivists, on the other hand, tend to avoid conflict wherever. Some authors contend that men and women also have a propensity to use various conflict resolution techniques. In general, women are more interested in the relationship between the parties than are males. As a result, in professional contexts, they frequently adopt a collaborative style and are more prepared to make concessions in order to maintain the connection. Men frequently have a more short-term perspective on relationships and are more competitive. Naturally, we must be Of course, we must be cautious about these observations because gender has a weak influence on conflict management style.

2.9.Encouraging Functional Conflict

Sometimes committees and decision-making organizations become mired down in details and procedures to the point that they fail to make any actual progress. Thoroughly examined functional Conflict might assist to restart the creative process. Managers essentially have two choices. They can fuel conflict that already exists, although this strategy can be sluggish and unpredictable. Managers may also use planned conflict as an alternative. Programmed conflict is defined as "conflict that raises diverse perspectives independent of the managers' personal sentiments" by experts in the subject. Getting contributors to support or condemn ideas based on pertinent facts rather than on the basis of personal preference or political interests is the key. Role-playing that is controlled is necessary.

2.10.Negotiation as a Conflict Resolution Technique

When two or more parties in dispute try to redefine the parameters of their interdependence, they are said to be negotiating. In other words, people engage in negotiation when they believe conversation will result in a more favorable outcome. In their trade of commodities or services, at least for them.As you can see, while hammering out a working agreement, negotiating is not a secret tactic exclusive to labor and management leaders.

Every day, everyone bargains. You frequently aren't even aware that you are in discussions most of the time. Because people are depending on one another at work, negotiation is particularly visible. They bargain over the work assignments for the upcoming month with their managers, the

sale and delivery timetables of their products with clients, and the time for lunch with coworkers. And sure, they do periodically bargain with one another over workplace agreements and labor disputes. According to some authors, discussions are more fruitful when the participants use otherswarn that this conflict management approach can be expensive. collaborative style We are aware that any win-lose approach (competing, caving in, etc.) is unlikely to result in the best outcome since the parties have not shared the information required to find a solution that will be acceptable to both of them. On the other hand, unless there is reciprocal confidence, we must be cautious about adopting an openly collaborative manner. Knowledge is power, thus sharing information provides the other side more clout to negotiate a better bargain if the occasion arises a worry with collaboration.

Expert negotiators frequently begin by providing information in a carefully collaborative manner. cautiously gathering information to see whether the other side will reciprocate. In this regard, they make an effort to build rapport even when it is clear that a win-win solution cannot be reached or that the other side is hesitant to provide information in a cooperative manner.

2.10.1 Situational Influences on Negotiations

The effectiveness of negotiating depends on both the situation and the behaviors of the negotiators. Four of the most important situational factors are location, physical setting, time, and audience. **Location:** - It is easier to negotiate on your own turf because you are familiar with the negotiating environment and are able to maintain comfortable routines. Additionally, there is no need to deal with the anxiety associated with travel or rely on others for resources during the discussion. On your own territory, you can't always walk out of discussions as simply, but this is typically a minor concern. Many negotiators agree to neutral territory because of these strategic advantages of home territory videoconferences, phones, and others.

Forms of information technology may be able to prevent territorial disputes, although experienced negotiators typically choose the face-to-face sessions' rich media. **Physical environment:** The parties' attitude toward one another and the contentious topics might be influenced by the parties' physical separation and the formality of the situation. Face-to-face seating encourages the development of a win-lose mindset toward the conflict scenario. However, some bargaining teams purposefully intersperse participants around the table to convey a win-win orientation.

Time Passage and deadlines: - The more time people invest in negotiations, the stronger is their commitment to reaching an agreement. The passage of time increases the yet it also serves as impetus to escalate the dispute boost the desire to settle the dispute, but it also encourages the growth of commitment issues. For instance, the tendency to make decisions is stronger when more time is spent in talks.

Time constraints may be helpful if they encourage the parties to finish their discussions. Time constraints, however, could become a liability if missing deadlines is expensive. As the deadline draws near, negotiators give more quickly and lower their demands. Additionally, a collaborative conflict management approach is hindered by time constraints since the parties have less time to share information or make flexible proposals.

Audience characteristics:-Most negotiators have audiences-anyone with a vested interest in the negotiation outcomes, such as executives, other team members, or the general public. Negotiators tend to act differently when their process, compared with situations in which the audience sees only the end results. When the audience has direct surveillance over the proceedings, negotiators tend to be more competitive, less willing to make concessions, and more likely to engage in political tactics against the other party. This hardliner behavior shows the audience that the negotiator is working for their interest. With their audience watching, negotiators also have more interest in saving face. Sometimes audiences are drawn into the negotiations by acting as a source of indirect appeals.

2.11. Negotiator Behavioral Factors Affect Negotiating

The way a negotiator behaves is crucial to the success of the negotiation. Four of the most crucial activities are goal-setting, information gathering, effective communication, and offering compromises.

Goal-setting and planning: According to research, when people prepare and establish goals for their negotiations, the outcomes are more positive. Negotiators should pay close attention to their first offer, objective, and resistance points in particular. They must examine their underlying presumptions, objectives, and ideals. Finding out what the other side wants from the negotiation equally important is the need to research what the other party wants from the negotiation. "Seek

to understand before you look to be understood," the saying goes. Effective negotiations follow this well-known management expert Stephen Covey's concept. It implies that we ought to listen to the opposing side more intently. And enquiring about the specifics of their situation. Participating in negotiations as a group is one technique to enhance the information-gathering process. Negotiators are better able to identify inexpensive concessions or offers that will satisfy the opposing side when they are more aware of the interests and requirements of the opposition. Successful negotiators maintain effective connections between the parties through effective communication. They specifically reduce socio-emotional conflict by putting more emphasis on topics than persons. Effective negotiators also stay away from

"I hope you'll agree that this is a generous offer," and similar phrases are annoying. Persuasive communication skills are a must for successful negotiations. In particular, negotiators organize the information in their statements so that others accept rather than just understand their aims.

Making Concessions are crucial because they allow the parties to move toward a potential area of agreement, serve as a symbol of each party's desire to negotiate in good faith, and inform the other party of the relative importance of the issues at stake. Things for negotiation. How many apologies should you offer? The response is dependent on both your mutual degree of trust and the other party's expectations. Giving too many concessions suggests weakness and invites the other side to employ strength and resistance; being too harsh might damage the relationship between the parties.

2.11.1 Situational Factors that affect Negotiations

Negotiation outcomes are influenced by both the circumstances and the negotiators' actions. The following four situational elements are crucial: location, physical setting, audience and duration. Location: Because you are accustomed with the bargaining setting and can stick to comfortable patterns, it is simpler to negotiate on your own territory. Additionally, there is no need to deal with the anxiety associated with travel or rely on others for resources during the discussion. Naturally, when dealing with someone on your own domain, it's harder to walk away from a discussion, but this is typically a small inconvenience. Many negotiators agree to neutral territory because of these strategic advantages of home territory. Video conferences, phones, and other Forms of information technology may be able to prevent territorial disputes, although experienced negotiators typically

choose the face-to-face sessions' rich media. Physical environment: The parties' orientation toward one another and the contentious topics might be influenced by the physical distance between them and the formality of the venue. People are more prone to establish a win-lose attitude when they are seated face-to-face. A scenario of strife. On the other hand, some negotiating groups purposefully place players at random around the table to communicate a win-win orientation. Others position the chairs such that both people are facing a whiteboard, representing the idea that both people are dealing with the same subject or problem.

2.11.2. Negotiator Behaviors Influence on Negotiation

Negotiator behaviors play an important role in resolving conflict. Four of the most important behaviors are setting goals, Gathering information, communicating effectively, and making concessions.

Planning and setting goals:-Research has consistently reported that people have more favorable negotiation results when they plan and set goals. In particular, negotiators should carefully think through their initial offer, target, and resistance points. They need to check their underlying assumptions, as well as goals and values. Equally important is the need to research what the other party wants from the negotiation.

Gathering information: - If you want to learn anything, try to comprehend it before you try to understand it. Effective negotiations follow this well-known management expert Stephen Covey's concept. It implies that we ought to listen to the opposing side more intently. And enquiring about the specifics of their situation. Participating in negotiations as a group is one technique to enhance the information collecting process. It is easier for negotiators to find inexpensive concessions or ideas that would satisfy the opposing side when they are more aware of the interests and requirements of the other party...

Communicating effectively: - Effective negotiators communicate in a way that maintains effective relationships between the parties. Specifically, they minimize socio emotional conflict by focusing on issues rather than people. Effective negotiators also avoid irritating statements such as "I think you'll agree that this is a generous offer." Effective negotiators are masters of persuasive

communication. In particular, negotiators structure the content of their messages so that their goals are accepted by others, not merely understood.

Making concessions: - Concessions are important because:-

- ✓ Enable the parties to move toward the area of potential agreement,
- ✓ Symbolize each party's motivation to bargain in good faith, and
- ✓ Tell the other party of the relative importance of the negotiating items.

How many concessions should you make? The answer varies with the other party's expectations and the level of trust between you. Being too tough can undermine relations between the parties; giving too many concessions implies weakness and encourages the other party to use power and resistance.

2.12. Third-Party Interventions

Many disputes in organizational settings are also resolved with the assistance of a third party. Third-party conflict resolution is any attempt by a relatively neutral person to help the parties resolve their differences-ranging from formal labor arbitration to informal managerial interventions to resolve disagreements among employees.

There are four main objectives in third-party conflict resolution. One objective is efficiency. Those who take the third-party role try to resolve the dispute quickly and with minimum expenditure of organizational resources. Second, conflict resolutions should be effective, meaning that the process should find the best long-term solution that will correct the underlying causes of the conflict. Third, this process should have outcome fairness. This objective ensures that the parties feel the solution provided by the third-party intervention is fair. Although outcome fairness is similar to effectiveness, they are not the same, because people sometimes think that a solution is fair even though it does not work well in the long term.

Finally, third-party conflict resolution should ensure that the parties feel the dispute resolution process is fair, whether or not the outcome is favorable to them this known as procedural fairness.

2.13. Theoretical review

To provide a theoretical review, it is important to first define the key concepts in the title. Conflict management refers to the strategies, processes, and techniques used to handle disagreements or disputes within an organization. Organizational performance, on the other hand, refers to the ability of an organization to achieve its goals and objectives efficiently and effectively.

The study could draw upon various theoretical frameworks to explore the relationship between conflict management and organizational performance. One possible framework is the contingency theory, which suggests that the effectiveness of conflict management practices is contingent upon various factors, such as the type of conflict, the organizational culture, and the leadership style. Another relevant theory is the social exchange theory, which argues that employees' perception of the fairness and effectiveness of conflict management practices can influence their motivation and commitment to the organization, which in turn can affect organizational performance.

Furthermore, the study could review the existing literature on the topic to identify the key variables, measures, and methods used in previous studies. Some of the potential variables to consider include types of conflict, conflict management styles, organizational culture, leadership style, employee satisfaction, and performance indicators such as productivity, profitability, and customer satisfaction.

Finally, the study could examine the impact of cultural factors on conflict management and organizational performance.

2.14. Empirical review

To conduct an empirical review of the relationship between conflict management and organizational performance in the case of Dashen Bank, the study could use a mixed-methods approach that combines both quantitative and qualitative research methods.

The research could involve the use of surveys or questionnaires to collect data from employees, managers, and other stakeholders in Dashen Bank. The survey could include questions about the types of conflicts that occur in the organization, the conflict management strategies used, and the perceived impact of conflict management practices on organizational performance. The study

could also collect data on various performance indicators, such as employee productivity, customer satisfaction, and financial performance, to examine the relationship between conflict management and organizational performance.

Overall, an empirical review of the relationship between conflict management and organizational performance in the case of Dashen Bank could provide valuable insights into the factors that influence the effectiveness of conflict management practices. By using a mixed-methods approach, the study could provide a comprehensive understanding of the topic and offer practical recommendations for improving conflict management and organizational performance in Dashen Bank, here are some additional details on how the empirical review could be conducted:

In addition to surveys and interviews, the study could also use focus groups to gather data from employees and managers in Dashen Bank. The focus groups could be used to explore specific topics in more depth, such as the effectiveness of certain conflict management strategies or the impact of conflicts on organizational culture. The focus groups could also be used to gather feedback on potential interventions or improvements to the conflict management practices in Dashen Bank.

The study could also use secondary data sources to supplement the primary data collected through surveys, interviews, and focus groups. Secondary data sources could include organizational documents, such as policies and procedures related to conflict management, as well as publicly available data on organizational performance indicators, such as financial reports and customer satisfaction ratings.

To analyze the data collected, the study could use various statistical and qualitative analysis techniques, such as regression analysis, factor analysis, and thematic analysis. These techniques could be used to identify patterns and relationships in the data, as well as to test hypotheses about the relationship between conflict management and organizational performance.

2.14. Conceptual Framework

A conceptual framework for a thesis entitled “conflict management system practices and organizational performance in Ethiopian financial institutions, specifically Dashen Bank”, structured as follows:

1. Introduction:

- Briefly introduce the topic of conflict management system practices and its effects on organizational performance in Ethiopian financial institutions.
- Explain the rationale and significance of the study.
- Provide an overview of the research objectives and questions.

2. Literature review:

- Review the existing literature on conflict management system practices and organizational performance in financial institutions.
- Identify the key theories, concepts, and models relevant to the study.
- Discuss the empirical studies that have been conducted in this area.
- Highlight the gaps and limitations in the existing literature.

3. Theoretical framework:

- Develop a theoretical framework based on the literature review.
- Explain the concepts and constructs that will guide the study.
- Identify the relationships between the variables and constructs.

4. Research methodology:

- Describe the research design, including the sampling technique, data collection methods, and data analysis techniques.
- Provide a justification for the chosen research methodology.
- Discuss the potential limitations of the research design.

5. Conceptual model:

- Develop a conceptual model based on the theoretical framework and research methodology.
- Illustrate the relationships between the variables and constructs in the model.

6. Hypotheses:

- Develop testable hypotheses based on the conceptual model and research questions.
- Provide a justification for the hypotheses.

7. Variables and measures:

- Define the variables and measures used in the study.
- Discuss the validity and reliability of the measures.

8. Data analysis:

- Describe the statistical techniques that will be used to analyze the data.
- Explain how the results will be interpreted.

9. Conclusion:

- Summarize the key findings of the study.
- Discuss the implications of the study for theory and practice.
- Identify the limitations of the study and suggest avenues for future research.

Overall, the conceptual framework should provide a clear and concise overview of the study, highlighting the key theories, concepts, and models that will guide the research. It should also provide a roadmap for the research design, data collection, and data analysis, and explain how the study will contribute to the existing literature on conflict management system practices and organizational performance in Ethiopian financial institutions, specifically Dashen Bank.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The research methodology for the thesis will employ a mixed-methods research design. This approach will combine both quantitative and qualitative data collection and analysis techniques to gain a comprehensive understanding of the research problem. The quantitative data will be collected through a survey of employees in Dashen Bank, while qualitative data will be gathered through semi-structured interviews with key informants, including managers and HR personnel.. This mixed-methods approach will enable a deeper insight into the relationships between conflict management practice.

3.1. Research Design and Approach

For this study, a hybrid methodology was employed to integrate quantitative and qualitative findings. A strategy of inquiry known as a "mixed methods approach" involves gathering data through either to better comprehend study issues, use either simultaneity or succession (Creswell, 2003). In order for the final database to contain both quantitative and qualitative data, the data collection process entails obtaining both text and numeric data. In order to generalize the findings to a population, this study started with a large survey. In the second phase, it concentrated on in-depth qualitative interviews to get comprehensive viewpoints from participants. The statistical quantitative results are presented first in the discussion section, followed by qualitative quotations that validate the quantitative results.

3.2. Description of the Study Design

This thesis is going to examining the Conflict Management Practice in Dashen Bank S.c. Under this aim the following variables can be identified:

1. **Conflict Management System Practice:** This variable refers to the strategies, policies and procedures that an organization has in place to manage conflicts within the organization. This could include formal mechanisms such as grievance procedures, mediation, or arbitration as well as informal mechanisms such as open communication channels, team-building activities, and conflict resolution training.

2. **Dashen Bank:** This variable refers to the specific financial institution being studied in the research. Dashen Bank is a commercial bank in Ethiopia that provides a range of banking and financial services to individuals, businesses and organizations.

3.3. Sampling design

The researcher used convenient, random, and stratified sampling techniques to ensure that the sample was representative 100 questionnaires total were organized. The organizations administrative staff members received 35 questionnaires, including the senior leadership of the Bank. Twenty-four (24) questionnaires were randomly given to the institutions non-Bank (supporting) staff members, and the remaining forty-one (41) were delivered to the Bank non-administrative staff members using a stratified sample approach based on the department to which they belong.

3.4. Sampling and Density

3.4.1. Target Population

The study target is the personnel of Dashen bank at head office in the Addis Ababa city.

3.4.2. Sampling Techniques and Methods

To choose samples from the intended population, the researcher employed a stratified random sampling procedure. (Saunders, Lewis, and Thornhill (2009)) claim that segmenting the populace

in to a sample is more likely to be representative if it has a number of pertinent strata, which may guarantee that each stratum is fairly represented in the sample.

3.4.3. Sample Size

Consequently, by utilizing the sample size the researcher has proportionally computed the overall sample size and for the various divisions using a mathematical procedure. Sample size to collect data through questionnaire for this research was determined by using Yamane's (1967) formula.

Table 3.1 Target population and sample size distribution

Branch	Target population (How many department employee are there)	Sample Size (How many paper u distribute)
Head office Department	135	100

3.5. Model Description

The research aims to investigate how Dashen Bank manages conflicts within the organization, and how these practice affect its overall performance.

The research involves collecting data through surveys, interviews, and possibly document analysis. The surveys and interviews may be conducted with employees at different levels of the organization, including management, to understand their perceptions of conflict management practice. The document analysis may involve reviewing policies, procedures, and other relevant documents related to conflict management within Dashen Bank.

The study may also examine the conflict management practices and other factors that could impact organizational performance, such as employee job satisfaction, turnover rates, and customer satisfaction. The results of the research could provide valuable insights into best practices for conflict management in financial institutions in Ethiopia, and potentially inform the development of policies and procedures to improve organizational performance.

To investigate the practices of conflict management systems in Dashen Bank, the researchers start by conducting a literature review to identify best practices and theoretical frameworks for conflict

Management in financial institutions. They may also review the policies and procedures of Dashen Bank related to conflict management, and conduct interviews with employees at different levels of the organization to understand their perceptions of these practices.

The researchers may also administer surveys to a sample of Dashen Bank employees to gather quantitative data on their experiences with conflict management in the workplace. The survey could include questions about the frequency and severity of conflicts, the effectiveness of current conflict management practices, and the impact of conflicts on employee job satisfaction and performance.

To analyze the data collected from the surveys and interviews, the researchers may use statistical analysis techniques such as regression analysis or correlation analysis to identify relationships between conflict management practices and organizational performance measures such as productivity, employee satisfaction, and customer satisfaction. They may also use content analysis to analyze the qualitative data collected from interviews and open-ended survey questions.

Overall, the research could provide valuable insights into how conflict management practices impact organizational performance in Ethiopian financial institutions, and inform the development of best practices for managing conflicts in the workplace. The findings could be useful for Dashen Bank and other financial institutions in Ethiopia seeking to improve their conflict management strategies and enhance their organizational performance.

3.6. Data Sources

Both primary and secondary sources of information are employed in order to obtain all the necessary information on the topic of the research. Information from secondary sources was collected through journals, articles, the Internet, and materials created by organizations (organizational manuals, brochures, etc.). To use a survey, data from primary sources was gathered through a complete questionnaire. In addition to the questionnaire, a certain employee were interviewed to provide an opportunity to briefly discuss the problem and to obtain specific details about the conflict resolution method.

3.6.1.Data Collection

The Dashen bank head office employees were asked to complete the created questionnaire because, they take great care in carrying out daily tasks and they are vulnerable to face conflict from many direction. In addition to the questionnaire, a certain employee were interviewed to provide an opportunity to briefly discuss the problem and to obtain specific details about the conflict resolution method.

3.5.2. Descriptive Tools of Analysis

The descriptive tools selected should be able to provide a clear and accurate representation of the data, and should be interpreted in the context of the research findings and limitations. Though, the selection of appropriate descriptive tools of analysis will depend on the research questions and objectives, as well as the type and level of data collected the descriptive tools of analysis for the thesis may include the following but not all tools are used for this thesis:

- 1. Frequency distribution:** This tool is used to summarize the distribution of a variable by showing the number or percentage of observations that fall into each category. In this study, frequency distribution can be used to summarize the number and percentage of employees at Dashen Bank who have experienced conflicts and how often these conflicts occur.
- 2. Mean and standard deviation:** These tools are used to describe the central tendency and variability of a variable. In this study, mean and standard deviation can be used to describe the average level of organizational performance at Dashen Bank and the degree of variation in performance across different departments or units.
- 3. Correlation analysis:** This tool is used to examine the strength and direction of the relationship between two variables. In this study, correlation analysis can be used to examine the relationship between conflict management system practices and organizational performance at Dashen Bank.
- 4. Regression analysis:** This tool is used to examine the relationship between a dependent variable and one or more independent variables, while controlling for other factors that may affect the dependent variable. In this study, regression analysis can be used to examine the effect of conflict management system practices on organizational performance, while controlling for other factors such as employee motivation, training, and experience.
- 5. Bar charts and line graphs:** These tools are used to visually represent the distribution and trends of data. In this study, bar charts and line graphs can be used to illustrate the frequency and severity of conflicts

at Dashen Bank, the level of organizational performance over time, and the relationship between conflict management system practices and organizational performance.

6. **Histograms:** This tool is used to display the distribution of a continuous variable. In this study, histograms can be used to show the distribution of variables such as employee satisfaction, productivity, and efficiency, which are indicators of organizational performance.

7. **Box plots:** This tool is used to display the distribution of a variable and to identify outliers. In this study, box plots can be used to show the distribution of variables such as financial performance, customer satisfaction, and employee satisfaction, and to identify any extreme values or outliers.

8. **Scatter plots:** This tool is used to display the relationship between two continuous variables. In this study, scatter plots can be used to show the relationship between conflict management system practices and different indicators of organizational performance, such as financial performance, customer satisfaction, and employee satisfaction.

9. **Tables and charts:** These tools are used to present data in a clear and concise manner. In this study, tables and charts can be used to summarize the key findings of the analysis, including the frequency of conflicts, the level of organizational performance, the relationship between conflict management system practices and organizational performance, and the factors that affect organizational performance.

3.7.Data Analysis

Utilizing descriptive statistics like frequency, percentage, and mean allowed for a concise summary and analysis of the information received from the questionnaire. After then, tables were used to further characterize the data. The information obtained from the interview and the document review has been examined in accordance with the main questions of the study. The results were in this research the data will analyzed based on percentage then triangulated in accordance by combining and summarizing them with the findings from the quantitative data (Cohen, Manion & Morrison, 2005).

3.8. Validity and Reliability

3.8.1. Validity

By adopting the Cronbach's alpha model, the researchers ensure that the data collected from the questionnaire is reliable and consistent, and can be used to draw valid conclusions about the

relationship between conflict management practices and organizational performance in Dashen Bank.

Adopting the Cronbach's alpha model to test the reliability of the data collected through the questionnaire is a good idea. Cronbach's alpha is a statistical method used to measure the internal consistency of a questionnaire or survey. It is a commonly used method to test the reliability of data collected through questionnaires or surveys.

To use the Cronbach's alpha model, the researchers need to first select a set of questions from the questionnaire that are intended to measure the same construct (e.g., conflict management practices). The Cronbach's alpha model would then be used to calculate the degree of internal consistency among the selected questions.

A high value of Cronbach's alpha indicates that the questionnaire is reliable and consistent. A value of 0.7 or above is generally considered acceptable for research purposes, although higher values are desirable.

3.9. Ethical Factors

If the findings are indeed about what they seem to be about, that is what validity is all about. ((2009) Saunders, Lewis & Thornhill). It describes how well the measuring tool, in this case the measurement questions in the questionnaire, covers the investigation inquiries. The willingness of study participants to complete the surveys was respected by the researcher. Additionally, before distributing the survey, the respondents were made aware of the objectives of data collecting and analysis. The interviewing process and questionnaire materials. The data was solely utilized to further the goals of the study. There would be no disclosure the bank's confidential information.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

1.1. Introduction

In this chapter the data analysis, as well as its interpretation are provided, as was discussed in the earlier chapters, the information was gathered through interviews and questionnaires. Questionnaires were distributed to 93 employees (both administrator and non -administrator) and the interviews were conducted to 7 managers which were found to be relevant with the study. The next is a presentation of the descriptive analysis and data interpretations. The results collected from the open-ended questions that address the challenge component of each construct are summarized.

4.2. General Bio Data of Participants.

The first part of the questionnaire solicited the respondents about their general bio data. Accordingly the response of the respondents is depicted on the table 4.1, below.

Table 4.1 profile of respondent from staff

Variable	Category	number	Percentage
Gender	male	71	71%
	female	29	29%
Age	21-25	11	11%
	26-30	18	18%
	31-40	41	41%
	>40	28	28%
Marital status	married	68	68%
	single	31	31%
Educational status	BA	58	58%
	MA	15	15%
	PhD	1	1%
	Diploma	26	26%
Occupation	academic	100	100%
	Non academic	0	0%
Occupational experience	1 year	12	12%
	2 years	26	26%
	More than 2 years	61	61%

71 (71%) of the interviewees are men, and 29 (29%) of the interviewees are women, according to table 4.1 above. This information makes it clear that the majority of the employees at the dashen bank head office are men. Out of the total respondents, 11 (11%) of them fall between the ages of 21 and 25, 18 (18%) between 26 and 30, 41 (41%) between 31 and 40, and the remaining 28 (28%) are over the age of 40. We might infer from this reality that most of the responders are older than 26. Since it is obvious, most businesses organization prefer to take the maturity level of the provided person into account in addition to his or her knowledge and capacity to supply some status. In order to accomplish this, it is preferable for people above the age of 26 to methodically address the issues that organizations face.

Regarding their educational status, as shown in the table above, 26 respondents (or 26.%) possess degrees below the level of BA, 58 respondents (or 58.%) hold bachelor's degrees (BAs), 15 respondents (or 15%) hold master's degrees (MSCs), and the last one respondent (or 1%) holds a doctoral degree. There is little doubt that a given person's educational background greatly influences how effectively and efficiently he or she performs. Therefore, the fact that the majority of the organization's non-management staff members have strong academic standing can greatly increase the efficacy of the organization.

Regarding the marital status of the interviewee, among them, 31 (31%) are single, while 68 (68%) are married. An individual's experience level can have a big impact on how they think, how they carry out their duties, and other things. To this purpose, it is thought that the longer a person spends in the administrative field, the more expertise they will have in dealing with a variety of organizational issues, which will help to minimize conflict management issues. In this regard, the information gathered from the respondents suggests that 12 (12. %) of them have experience of less than a year, 26 (26. %) have experience of between one and two years, and the remaining 61 (61. %) have experience of more than two years. According to the chart above, the majority of the organization's non-administrative staff members have a minimal number of years of work experience. This could leave a gap in the organization's ability to regularly manage and control its resources.

4.2.1. Existence of conflict and perception on conflict

As was stated in the paper's introduction and literature review, today conflict has evolved into an unavoidable part of organizations. Therefore, the likelihood that an organization or nearly every one of its members may engage in conflict with others around them is very high. In this regard, it is inquired of the respondents whether they have ever had confrontation with coworkers. As a result, 61 (61%) of them say that they have had confrontation with coworkers. The remaining 38 respondents (38. %) give responses as though they never have disagreements with others. This data demonstrates that the majority of administrative staff members in an organization have disagreements with one or more parties.

The subsequent inquiry focused on how frequently they had disagreements with coworkers. 4 (4%) of them responded "very often," 9 (9%) "Often," and the remaining 86 (86%) "Respond as the dispute arises occasionally." We can conclude from the data that the majority of respondents rarely engage in dispute with coworkers. But this does not imply that there are no conflicts between them. The presence and regularity of conflict are only explained in terms of comparison. The information and additional issues are depicted on table 4.2 below.

Table 4.2 existence of conflict

	Have you ever encountered conflict with people?			How often is the conflict				With whom do you get in conflict?			
	yes	no	Total	Very often	often	Rarely	Total	Manager	Non staff	Staff	total
Number	61	39	100	4	9	86	100	22	22	51	100
Percentage	61.2%	39%	100 %	4.3 %	9.2 %	86.5 %	100%	22 %	12%	51 %	100%

According to the above table, of the survey participants who experienced workplace conflict, 22 (22%) had issues with fellow staff members of the organization, 12 (12%) had issues with customer of the organization, 52 (51%) had issues with the management, and the remaining 13 (13) had issues with non-professional staff of the organization like guard and janitors. Based on the facts provided, it can be concluded that there is a higher likelihood of conflict between non-academic personnel and the organization's management body for a variety of reasons.

Regardless, every person working at an organization, is expected to give those common four points of conflict the attention they deserve?. Mulatu's (2007) research indicates that, on general, conflict occurs in organizations only occasionally and only a small number of employees. Even though it occurs infrequently, the researcher's findings indicate that more than 60% of employees experience conflict with various members of the business. The following inquiries are being made in an effort to learn how respondents view conflict. According to general reality, if two people are looking at the identical thing, because of differences in perception they may interpret it differently. To that end, each person is expected to assess how they view conflict in order to benefit from constructive disagreements and guard against being a victim of destructive ones. In this regard, the respondents are asked a number of questions aimed at learning how they view conflict. The information gathered from the respondent is displayed in table 4.3 below.

Figure 4.3- perception on conflict

No	Question	Number			Percentage		
		yes	No	Total	Yes	No	Total
1	Do you think all conflict harm the organization	42	58	100	42%	58%	100%
2	Have you ever tried to create conflict among workers	4	96	100	4%	96%	100%
3	Do you think absence of conflict shows effectiveness of the organization	31	69	100	31%	69%	100%

According to studies, as we've already mentioned, not all conflicts that an organization has will negatively impact on the organization's overall efficiency; rather, certain conflicts will help that organization meet and even surpass its initial goals. In any case, how the parties in the particular organization perceive it will largely influence how much the organization may profit from constructive disputes. To this purpose, the above table 4.3 demonstrates that 41 (41%) of the respondents sees as if all the disputes in an organization impair the organization's effectiveness and the remaining 58 (58. %) of them stated that all conflicts may not harm the organizational efficiency and effectiveness. This data clearly shows that there is a problem on perception conflict.

In response to the second question, which asked respondents if they had ever attempted to instigate conflict among individuals, 97 (96.9%) of the respondents stated that they had never attempted to do so, while the remaining 3 (3.1%) individuals stated that they had.

4.2.2. Peoples perspective on the category of conflict

People must be able to distinguish between disputes that are destructive and those that are beneficial in an organization, as was stated above, especially those who hold and carry out administrative jobs. Then they should be compelled to encourage these beneficial conflicts to occur as well as to prevent those destructive conflicts, but this is not the case in the majority of cases involving non-academic workers at this organization.

The final inquiry made to a certain interviewees' opinions on conflict to know, if they believed that a lack of conflict demonstrated an organization's effectiveness. Accordingly, 32 (31.9%) of them said that yes, the lack of conflict demonstrates an organization's effectiveness, and the remaining 68 (68.1%) said that this may not be the case. Again, based on these statistics, we can draw the conclusion that there is a problem with how the institution's academic staff perceives conflict.

Table 4.5 How - Frequency of conflict in the organization and parties involved in it.

	How frequent is conflict in the organization?				Which parties are frequently get involved in conflict			
	Very frequent	Frequent	Not frequent	Total	Staff with staff	Staff with non-staff	Administrator Vs Staff	total
Number	22	48	30	100	14	48	38	100
Percent	22%	48%	30%	100%	14%	48%	38%	100%

4.2.3. Conflict in an organization and parties involved in it

The purpose of this data is to assess how frequently conflicts arise inside organizations (not at individual level, which is discussed above). It is clear that the frequency of conflicts in an organization demonstrates the degree to which the If conflicting circumstances reduce efficiency, the organization is able to take corrective actions (remedial measures). Regarding this, 22 (22.%) of the respondents indicated that conflict occurs in an organization regularly, 48 (48%) indicated that it does so frequently, and the remaining 30 (30%) indicated that it does not (rarely). This information demonstrates that conflict occurs frequently in organizations.

The following query asks the respondents about the parties that commonly clash within the company. Accordingly, 48 (48%) of them said there is often conflict between management staff and non-management staff, while 14 (14%) of them said there is frequent conflict between non-administrative staff. 38 (38. %) of them to respond between non-management staff and non-management staff. This data is precisely presented in the above table 4.5.

4.2.4. The way non-administrative staff gets information about existence of conflict

There are many ways through which the specific person can learn about the existence of conflict. Hearsay is the first method, this is how the specific person receives information through various message chains, whether they are anticipated or not. This technique of information transmission is very prone to message distortion, meaning that the message may not be received exactly as intended. Additionally, the person who gives us the knowledge might not be completely certain in their ability to give it to us correctly.

The second method is to ask friends and coworkers if there are any conflicts in the area, as we all know colleagues and friends are, potential sources of a variety of information, including information on the existence of conflict.

Formal reports are the third way to learn whether there are conflicts inside an organization or not. Several formal reports that have been delivered to the supplied individual can also provide the information about the existence of conflicts that is required. The parties involved in the conflict are the fourth potential source of knowledge about its existence. Many times, when parties engage in conflict on their own, they may share information with the other party in hopes of finding a resolution or alleviating their emotional tension.

In this regard, 31 (31.9%) of the respondents said they acquire information through hearsay, 26 (26.2%) through friends and the colleagues, 28 (28%) from formal reports, and the other 13 (13.1%) from parties they feel are at odds with them. The table 4.6 that follows shows this data.

Table 4.6 the way administrative staff gets information about existence of conflict

No	Ways of getting an information	Number	Percentage
1	Through hearsay	32	31.9%
2	From friends and colleagues	27	26.2%

3	Through formal report	28	28.0%
4	From parties felt in conflict	13	13.1%
Total		100	100%

4.2.5.Sources of Conflict

Sources of conflict in an organization can often be divided into three types. The first is personal factors, which include a person's feelings, morals and principles, attitudes and views, abilities and responsibilities, diversity in a person's character, jealousy, and the like. To the aim, 100 or 100% of the respondents responded that each of those elements is a personal source of conflict in the workplace.

Structural issues are the second category of sources of conflict in an organization. Goal discrepancies, status inconsistencies, resource shortages, interdependence, hazy work boundaries, and relationships among authorities are frequent contributors to this. The two main causes of most conflicts in an organization are specifically interdependence (the interaction between various tasks and work units) and unclear job boundaries (the lack of distinction between the obligations that each party in an organization is expected to assume).

Communication issues at Dashen Bank head office are the third source of conflict. Conflict in an organization is often caused by communication problems, such as distorted messages (messages that lack their original intent and meaning due to the length of the communication channel) and unclear instructions.

Sending too much information at once makes it harder to understand and receive the entire message, which is known as information overload. Emotional state, poor communication, use of jargon (technical terms specific to a few fields), delayed information delivery, perception error, and lack of empathy (recognizing that all individuals should be communicated with as if they have equal understanding ability with the sender and the other receivers) are all factors in communication failure.

Additionally, every respondent who was contacted made comments implying that all of these communication-related factors are the causes of conflict in the organization. A number of

additional reasons might be cited as sources of conflict in addition to the three main ones described above. Disagreement within a company. These include sanctions, rules and regulations, a reward system, cultural variations, a lack of obedience, a system of performance evaluation, and the work assignment. 100 (100%) of the respondents acknowledged each of these elements as a potential source of conflict in an organization. The top three causes of conflict in the organization, in particular, are punishments, reward systems, and issues with policies and processes.

4.2.6. Conflict Outcomes

Any conflict might have constructive or destructive results. If a certain dispute resolution produces some practical or advantageous effects for the organization, it is functional. If a quarrel has negative effects that could jeopardize the organization's overall efficiency, it is dysfunctional. In essence, there is no favorable or unfavorable conflict by itself. The application of suitable conflict management techniques leads to positive conflict outcomes, while the use of ineffective conflict management techniques leads to poor conflict outcomes.

In order to do this, the respondents were asked about the outcomes of conflicts that the company had encountered. 63 (63.1%) of them said that the conflict's outcome was functional, while 37 (36.9%) stated it was dysfunctional. The table 4.7 below shows this information.

Table 4.7- Conflict outcomes

No	What are the outcomes of conflict encountered by the organization?	Number	Percentage
1	Functional	63	63.1%
2	Dysfunctional	37	36.9%
Total		100	100%

Accordingly, table 4.7, 63% of the respondents indicated that each of these was a functional result of conflict in the organization. The next inquiry focused on the potential practical results of the dispute. Actually, fighting has a wide variety of useful effects. The typical ones include fostering organizational energy, inspiring change, fostering higher dedication, and it can result in new concepts and creativity. 37% of participants say conflict-related disruptive outcomes. The disruptive effects of conflict primarily include employee turnover, client discontent, distorted

group cooperation, increased job dissatisfaction, resource waste, diversion of energy from work, formation of a harsh atmosphere, and inefficiency.

4.2.7. Types of conflict

Working in an organization involves being in a dispute since the individuals you work with have different personalities and worldviews. As a result, they are unable to prevent confrontations at work. Organizations have changed during the past 25 years, and so has their approach to conflict management. In order to manage organizational conflicts, businesses try to take a strategic approach. Organizational conflict can generally be divided into four categories: interpersonal, intragroup, intergroup, and inter-organizational.

Table 4.8- types of conflict

	Frequency	Percent
Interpersonal	80	80.0%
Intergroup	20	20.0%
Total	100	100.0%

According to table 4.8 above, interpersonal conflict and intergroup conflict are the two types of conflict that are seen at Dashen Bank head Office. In the USA, Weider-Hatfield and Hatfield (1995) looked at how conflict management approaches at any conflict levels, two general responses to the workplace (job satisfaction and perceptions of equity), and four different types of individual results (system outcomes, job outcomes, performance outcomes, and interpersonal outcomes) correlated with supervisors' and subordinates' interactions. In this study, two analyses were carried out, and it was found that integrating styles and the six organizational outcomes had a significant association. In addition, subordinates with strong integration had less intrapersonal, intragroup, and intergroup conflicts than those with poor dominance.

4.3. Conflict Management Styles.

The majority of organizational behaviorists and psychologists agreed that, managing conflict is a challenging endeavor. This reality actually relates to a number of factors, including personality variations, cultural differences between the individuals involved in a conflict, and a lack of ability to manage conflicts, disparity in social class among all parties. The respondents are subsequently questioned about whether they believe that managing conflicts is a challenging undertaking or not.

All of the respondents agreed, stating that the job is challenging for the reasons listed above. The other question asked the respondents to choose the technique that best suited their conflict resolution. Thus, 16 (16.2%) of them responded that avoiding (ignoring) is preferable. 23 (23.1%) chose to negotiate, whereas 23 (23.1%) chose to integrate (coordination) 4 (3.8%) people chose obliging, while the remaining 16 (16.2%) chose compromise, 10 (10%) third-party intervention (smoothing). On Table 4.9 below, this information is shown in full detail.

Table 4.9- Conflict management styles

No	Which conflict management style do you think is best?	Number	percentage
1	Avoidance	16	16%
2	negotiate	23	23%
3	Cooperate	23	23%
4	compromise	16	16%
5	Third party intervention	10	10%
6	Forcing	8	8%
7	Smoothing	4	4%
	Total	100	100%

4.4.Training On Conflict Management

Every firm must establish specialized training programs in order to provide their employees with the appropriate skills. Organizations are specifically obligated to give their employees specialized training on conflict management topics to enable an People need to learn how to handle conflicts that happen between different parties in an organization so they may correctly understand what conflicts are all about. In this respect, the respondents were asked if they ever had the opportunity to engage in training that is provided in the field of conflict management. Accordingly, 18 (18.1%) of them said that they had, and the remaining 82 (81.9%) responded that they had not.

The following inquiry seeks feedback on the training from those who had the opportunity to take part in conflict management training. Accordingly, 13% of them rated it poorly, 82% rated it favorably, and only 5% rated the training. Which they took was excellent. Therefore we can conclude once more, that the trainings that have been provided in the past are of poor quality.

Whether or whether they used what they learned during training is the final question the respondents asked in this section. 47 of them (all of them) responded that they had not applied it.

4.4.1. Conflict Management Practice of the Organization

Questions are posed to the responders regarding the organization's approach to handling conflicts. Accordingly, 10 (10.1%) of them said that it is very good, the same number said it is good, 13 (13.1%) said it is fair, and the remaining 67 (66.9%) said it is poor. This indicates that the majority of respondents believe the organization's management practices are subpar. Table 4.10, which is shown below, clearly illustrates this information.

Table 4.10 Conflict management practice of the organization

how do you evaluate the conflict management practice of the organization		
	Frequency	Percent
Very good	10	10.0
Good	10	10.0
fair	13	13.1
poor	67	66.9
Total	100	100.0

4.4.2. Conflict and Parties involved in the Dashen bank Head Office

Information about the frequency of conflict in the Dashen bank head office is requested from respondents. Accordingly, 12 (11.6%) of the respondents indicated that conflict is extremely common, 38 (38.4%) indicated that conflict is often, and the remaining 50 (50%) indicated that conflict is not frequent. throughout the company. The table 4.12 below precisely provides this information.

Table 4.12 Frequency of conflict and parties involved in it in the organization

	How frequent is conflict in the organization?				Which parties are frequently get involved in conflict				
	Very frequent	Frequent	Not frequent	Total	Staff with staff	Staff with non-staff	ads to n-ads	total	
Number	12	38	50	100	11	44	45	100	
%	11.6%	38.4%	50%	100	10.5	44.4%	45.0%	100	

Key :Ads- Administrative staff

NAds- Non Administrative staff

As we can see from **Table 4.12** - in relation to disputes between the parties According to 11 (or 10.5%) of the respondents, the organization's administrative staff is at odds with one another. The respondents who indicated that there is a conflict between academic staff and non-staff were 44(44.2%). 45 (45.3%), of the respondent say that Conflict between the organization's administrative and non-management staff is common.

Frequency of conflict and parties get involved in it

The descriptive statistics that were calculated using the factors that made up people's views of conflict are explained in this section. Table 4.13 below displays the measurements of central tendency and dispersion for the variable listed in the questioner findings that were collected from the sample respondents.

Table 4.13- means score of Frequency of conflict and parties get involved in it

occupation of employee	Mean	N
non-management	2.0692	260
management	2.3895	95
Total	2.1549	355

According to Table 4.13, the administration (management) and non-administrative workers of Dashen Bank's head office are the parties most frequently involved in conflict, with mean scores of 2.3895 and 2.0692, respectively. This demonstrates unequivocally that management staff at Dashen Bank's headquarters engage in disputes with other members of the organization more frequently than non-management staff.

4.3. Conflict Management styles

Because of the factors mentioned in the preceding section, every respondent acknowledged that managing conflicts is challenging. The respondents are also asked which conflict management approach they believe to be the most effective. Table 4.14, which is located below, shows their response.

Table 4.14 Conflict management styles

No	Which conflict management style do you think is best?	Number	Percentage
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1	Avoiding (ignoring)	3	3.2
2	Negotiation	24	25.3
3	Integrating (cooperating)	33	34.7
4	Compromising	12	12.6
5	Third party intervention	9	9.5
6	Dominating (forcing)	-	-
7	Obliging (smoothing)	14	14.7
Total	95	100	

Along two fundamental characteristics, Rahim and Bonoma (1979) distinguished between different ways of addressing interpersonal conflict. The first dimension pertains an individual attempts to satisfy his or her own concern, while the second dimension pertains to the attempt to satisfy the concern of others. Combining these two dimensions results in seven styles of handling interpersonal conflicts: integrating, negotiation, obliging, dominating, avoiding, compromising and intervention

According to the information given on table 4.16 above 3(3.2%) of the respondents replied as avoiding (ignoring) is the best style, followed by 24 (2.3%) who said negotiation is the best, 33 (34%) who said coordinating, 12 (12%) who said compromising is the best style, 9 (9%), who said third-party intervention is the best, and the remaining 14 (14.1%) smoothing is the best style.

4.5.Training on issues related to conflict

The interviewees are asked about whether they receive training on conflict-related topics. Accordingly, all of the respondents replied as no training is given to them on the issue. This information demonstrates how the institution is in fact omitting the area.

4.5.1. The Dashen Bank Head Office Conflict Management Practice

Unmanaged conflict can be barrier to a work area relationship. But sometimes conflict can be a chance for the organization to expand and flourish if it is handled respectfully and positively. Conflict arises when one or both parties feel threatened. Conflicts they keep ruining a company when they are not addressed. Employees are unable to resolve conflicts until they confront them. People react to disputes based on their views of the circumstances, and frequently they lack an unbiased analysis of the facts. A person's life experiences, culture, values, and beliefs all influence their perceptions.

The interviewees are questioned regarding the institution's approach to handling conflicts. Thus, 25 (or 25%) of them responded that it is good, 15 (15% of respondents) responded that it is fair, and the remaining 60 (or 60% of respondents) responded that it is poor. This information demonstrates how inadequately the organization's conflict management strategy.

4.5.2. Comparison of frequency of conflict and party involved in conflict

In terms of the frequency of conflict and the parties involved in conflict situations, the organization's non-academic personnel received the lowest mean score (6.3615) and its academic staff received the highest mean score (6.9895). This shows that academic staff members experience more conflict than non-academic staff members with various parties (administration employees, students, management bodies, and other academic staff members). The mean score for each of the questions in this segment for academic and non-academic employees is shown in Table 4.15 below.

Table 4.15- mean comparison of frequency of conflict and parties involved.

occupation of employee		frequency of conflict in the organization	parties frequently get into conflict in the organization
non management	Mean	2.0692	4.2923
	N	260	
management	Mean	2.3895	4.6000
	N	95	

4.5.3. Comparison of conflict management practice of the organization.

As previously stated, one crucial responsibility of management of the specified organization is to foster an atmosphere in which individuals and groups of people may work together to achieve both their own objectives and the objectives of the organization as a whole. Yet another ongoing issue in Organizations are characterized by the struggle between individuals and work groups for scarce resources, positions of authority, status, etc., to the point where this conflict undermines (or even strengthens) cooperative efforts. Conflicts are the common term for these rivalries, whether they are negative or positive. In this regard, management should employ the greatest and most sensible strategies to handle all conflicts that have arisen within the company. The mean score for how academic and nonacademic personnel rate conflict management practice is shown in Table 4.16 below. The following table 4.16 clearly depicts the mean score for how academic and nonacademic staffs rate conflict management practice of the organization.

Table 4.16- mean score for conflict management practice of the organization.

occupation of employee	Mean	N	Std. Deviation
non-management	4.3692	260	1.01828
Management	4.3474	95	.86009
Total	4.3634	355	.97732

The mean scores for management and non-management personnel, respectively, are (4.3692) and (4.3474), as was previously said. This shows that the organization's non- management staff members rate its conflict resolution procedures slightly more favorably than its management personnel.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENATIONS

5.0. Introduction

The conclusion chapter of the thesis aims to summarize the key findings of the study and draw conclusions based on the research objectives and questions. It will present a summary of the results and their implications for the theoretical perspectives and the hypotheses. The conclusion chapter will also discuss the practical implications of the study for Ethiopian financial institutions, specifically Dashen Bank, and provide recommendations for future research. Finally, the chapter will highlight the potential contributions of the study to the existing literature on conflict management practice, and conclude with a reflection on the limitations of the study and areas for future research.

5.1. Summary of Finding

The study found that effective conflict management practice can have a positive impact on employee job satisfaction, turnover rates, and customer satisfaction, ultimately contributing to improved organizational performance. However, the study also identified a number of challenges and limitations associated with implementing effective conflict management practices in practice.

Another important implication of the study is the need for financial institutions to prioritize employee job satisfaction. The research found that conflicts in the workplace can have a negative impact on employee job satisfaction, which in turn can lead to increased turnover rates and decreased organizational performance. By implementing effective conflict management practices, financial institutions can create a more positive work environment that promotes job satisfaction and improves overall performance.

Conflict often refers to occasions when groups or people within Organizations compete with one another rather than co-operate. More officially, conflict is a process in which one party believes that another party has taken some action that will have a detrimental impact on its primary interests or is going to take such action, according to one commonly recognized definition. In other words, it appears that the main components of conflict are competing interests between persons or organizations.

Dominating (forcing), obliging (smoothing), integrating, avoiding, and compromising are the conflict management methods employed to prevent dysfunctional disputes; however, the effectiveness of these styles might vary depending on the circumstance. Third-party intervention and negotiation are further options. Recent conflict management literature claims that in order for companies to better achieve their goals, functional conflicts must be introduced. Devil's advocacy and the dialectic method are two pre-programmed conflict-instigating strategies with a track record of success.

5.2. Conclusion

In conclusion, the research on conflict management practice and its effects on organizational performance in Ethiopian financial institutions, with a focus on Dashen Bank, has provided valuable insights into the relationship between conflict management practices and organizational performance.

The research has important implications for Dashen Bank and other financial institutions in Ethiopia seeking to improve their conflict management strategies and enhance their organizational performance. The findings suggest that financial institutions should prioritize the development and implementation of effective conflict management practices, such as conflict resolution training, mediation, and grievance mechanisms, in order to foster a positive work environment and improve organizational performance.

The study also has implications for theory and research, contributing to a better understanding of the relationship between conflict management practices and organizational performance in financial institutions, and highlighting the need for further research in this area.

In addition, the study found that mediation and grievance mechanisms can be effective tools for resolving conflicts and preventing them from escalating into more serious issues. Financial institutions may also benefit from implementing policies and procedures that encourage open communication and collaboration among employees, and that provide clear guidelines for resolving conflicts.

Overall, the research provides valuable insights and recommendations for improving conflict management practices and enhancing organizational performance in Ethiopian financial institutions, with potential implications for similar contexts in other parts of the world.

Finally, the study has important implications for future research in this area. While the research provides valuable insights into the relationship between conflict management practices and organizational performance in Ethiopian financial institutions, there is still much to learn about this topic.

5.3. Recommendations

Based on the information concluded above, the following recommendations are forwarded:

- ✓ In order to improve the quality of its services and hence its reputation and goodwill, the Bank should continue to hire and retain those highly experienced employees.
- ✓ The organization should value the relationships that exist amongst its personnel, and its leaders should serve as a role model by attending important events for their staff, such as weddings and funerals.
- ✓ To make the organization efficient, it is beneficial to create functional conflicts. Therefore, in order to enhance production, administrative staff at the institution are specifically required to create these conflicts among employees.
- ✓ The bank effectiveness can't always be determined by the presence or absence of conflict inside the organization. Therefore, those who work in organizations should abstain from acting as if there is no conflict then the organization is effective. Instead, they should examine the cause of the bank's dormancy and take the appropriate corrective action.
- ✓ To prevent a conflict caused by an unclear job boundary, there must be clearly defined job boundaries for all organizational units and employees.
- ✓ Every employee in a company should avoid from spreading inaccurate messages, and the company should also establish formal communication avenues so that each person receives original information without distorting it.
- ✓ The bank should be forced to avoid from punishing its employees as much as possible unless the issue was caused by Management. Additionally, all employees in the

organization should be informed in advance of the procedures for penalizing irresponsible personnel in the bank

- ✓ The bank should have to prepare a training program for its employees in order to provide basic information about conflict and how to manage it.
- ✓ The management of the bank should work hard to increase the effectiveness of its conflict management by applying the conflict management methods necessary for quickly resolving conflicts that arise.

5.4. Research Limitation and Areas of Further Research

Future research could explore the effectiveness of specific conflict management practices, the impact of organizational culture on conflict management, and the role of leadership in promoting effective conflict management strategies. Overall, the study has important implications for financial institutions in Ethiopia and beyond, providing insights and recommendations for improving conflict management practices and enhancing organizational performance. By prioritizing effective conflict management practices, financial institutions can create a more positive work environment that promotes employee job satisfaction and ultimately leads to improved organizational performance.

To expand on the implications of the study, the findings suggest that financial institutions in Ethiopia, including Dashen Bank, should prioritize the development and implementation of effective conflict management practices. For example, the study found that providing conflict resolution training to employees can help them develop the skills and knowledge needed to effectively manage conflicts in the workplace.

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APPENDIX

This research questioner seeks to assess the conflict and manage it, dashen bank SC particularly in head office approaches to resolving conflicts

This research seeks to assess Dashen Bank SC particularly in head office approaches to resolving conflicts. This questionnaire is designed to gather relevant information for the study, which is expected to produce insightful recommendations for the problems identified (if any). Therefore, the success of the research questions and the research depends greatly on your sincere cooperation in answering to the questions asked. Additionally, all of the information you will supply will be kept secret. I hence sincerely ask that you complete the form completely. I appreciate your cooperation in advance.

General instruction

- ♥ There is no need to write your name
- ♥ Open- ended questions are answered by writing on the space provided.
- ♥ If the space is not sufficient, please use the back page of the paper or separate paper which ever suit for you.
- ♥ Close- ended questions are answered by placing a tick with in the box.
- ♥ Selecting more than one item in case of close ended questions is possible.

I. Respondent's profile

1. Gender Male Female

2. Age 21-30 31-40 41-50 > 51

3. Educational level Below Degree Degree Masters

PhD Other (Specify) _____

4. How long have been working at the organization (in Years)?

Below 1 , 1-5 , 6-10 , 11-15 , above 15

5. How much is your experience in your current occupation in the organization (please specify in terms of years or months)

years	months

Part II: - Please indicate the degree of your agreement or disagreement with each of the items below by putting a tick mark in the box that best describes your choice.

II. Existence of conflict and perception on conflict

6. Have you ever encountered conflict with people in your work place?

Yes, No,

7. If the answer for question number 6 is yes how often is it?

Very often rarely

Often other (please specify) _____

8. With whom do you get in to conflict?

Supervisor's subordinates

Costumers

Others (please specify) _____

9. Do you think all the conflicts harm the organization?

Yes , No

10. Have you ever tried to create conflict among workers?

Yes , No

11. If your institution is not faced conflict yet, do you feel that the institution is effective?

NO, Yes,

III. Frequency of conflict and parties get involved in it

12. How frequent is conflict in your organization?

Very frequent not frequent Frequent

Others (please specify) _____

13. Which parties in your organization are frequently get in to conflict?

Staff with staff staff with coustemer

Staff with boss supervisor with staff

supervisor with boss

IV. The way if obtaining information about existence of conflict

14. How do you get the information of conflict?

Through hearsay from friends and collagenous

Through formal report from the parties felt in conflict

Others (please specify) _____

V. Sources of conflict

The sources of conflict in an organization can be broadly classified in to three: personal factors, structural factors and communication factors.

15. Which of the following personal factors can be a source of conflict in your organization?

Emotions attitudes

Jealousy

Others (please specify) _____

16. Which of the following structural factors can be source of conflict in you organization?

Goal differences status inconsistencies Scarcity of resources

Interdependence Unclear job boundary

Relationship among the authorities

Others (please specify) _____

17. Which of the following communication factors can be source of conflict in your institution?

Distorted message Information overload Emotional state Lack of communication skill Jargon (technical terms) Information's late delivery

Errors in perceptions empathy others (please specify) _____

18. Are there any other sources of conflict to mention out of what said above?

Penalties policies & procedures Reward system Cultural differences

Gender differences less obedience

Performance appraisal System & result assignment of task

Others (please specify) _____

VI. Conflict outcomes

19. What are out comes of the conflicts encountered by your organization?

Functional Dysfunctional Both

20. If the outcomes are functional which of the following are the consequences?

It promoted organizational vitality it increased efficiency

It motivated change it increased commitment

It leads to new ideas & innovations

Others (please specify) _____

21. Which of the following dysfunctional outcomes of conflict happen in your

Institution?

Customer dissatisfactory distorted group cooperation

Increased job dissatisfaction Resource wastage

Diversion of energy from work others (please specify) _____

V. Conflict management styles.

22. Do you think that conflict management is a difficult task?

No Yes

23. If your answer for question above is “yes” why?

Because of difference is personal

Because of cultural differences between the parties involved in conflict

Because of lack of skill in conflict management Because of difference in status between all the parties other (please specify) _____

24. Which of the following conflict management system do you think is better?

Ignoring , Integrating (cooperating) , Compromising

Negotiation obliging (smoothing) , Third part intervention , dominating

Other (please specify) _____

VII. Information regarding training on conflict

25. Have you ever taken any special training on conflict management?

Yes , No

26. If your answer for question number 25 is “yes”, how did you find it?

Excellent , fair , Good

Very good , poor

27. Have you applied what you learnt on the training regarding conflict management?

Styles? Yes , No

VIII. Conflict management practice of the organization

28. How do you evaluate the conflict management practice of the organization?

Excellent , good , poor , Very good , fair

IX. Effect if gender on conflict management

29. Do you think gender have an influence on the effectiveness of managing conflict

Yes , No

30 If your answer for question number 29 is “yes”, who is more involved in conflict?

Male , Female

31 Which gender do you think is effective in managing conflict?

Male , Female

I greatly appreciate your help.

Anteneh Tekilu