

DEBRE MARKOS UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT



ASSESSMENT OF WORKPLACE CONFLICT IN CASE OF
ETHIO AGRI CEFT PRIVATE COMPANY IN
LAY BIR FARM DEVELOPMENT

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(MBA)

ASSESSMENT OF WORKPLACE CONFLICT IN CASE OF ETHIO AGRICULTURE PRIVATE COMPANY IN LAY BIR FARM DEVELOPMENT

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DECLARATION

This research project is my original work and has not been presented for award of a degree in any other university or for any other award. I, declare that the study entitled “(ASSESSMENT OF WORKPLACE CONFLICT IN CASE OF ETHIO AGRI CEFT PRIVATE COMPANY IN LAY BIR FARM DEVELOPMENT)” is the result of my own effort and study that all sources of materials used for the study have been acknowledged.

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LETTER OF CERTIFICATION

This is to certify that this study, “ASSESSMENT OF WORKPLACE CONFLICT IN CASE OF ETHIO AGRI CEFT PRIVATE COMPANY INLAY BIR FARM DEVELOPMENT”, undertaken by Melaku Alene for the partial fulfillment of Masters of Business Administration (MBA) at Debre Markos University, is an original work and not submitted earlier for any degree either at this University or any other University.

Research Advisor: Tirualem A. /Asst Pro. /

Signature _____ Date _____

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ACRONYMS

WPC – Workplace conflict

SF- Structural Factors

RF- Reward Factors

PF- Personal Factors

CF- Communication Factors

EACLFD- Ethio Agri Ceft Lay bir Farm Development

VIF- Variance Inflation Factor

ABSTRACT

The main purpose of this study was to assess workplace conflict in case of Ethio Agri Ceft private company in Lay bir farm development. Four main causes of workplace conflict; structural factors, personal factors, communication factors and reward factors have been considered as independent variables to predict the dependent variable, workplace conflict in EACLFD. The study was employed descriptive and explanatory research design to investigate the causes and outcomes of workplace conflict employees of Ethio Agri Ceft in Lay bir branch. The study was conducted at Ethio Agri Ceft in Jabitehnan Woreda West Gojam Zone Amhara region. The reason for selecting this area was because the researcher is working around there and it was convenient to collect data. Especially the study focused on, structural factors, personal factors, communicational factors and reward factors that affect workplace conflict. The target population of this study was all the employees of Ethio Agri Ceft in Lay bir branch. The total population of the Agri Ceft in the study area at Lay bir branche is 332. A set of questionnaires were adapted and used in the study to collect data from the respondents. The Data collected from the questionnaire were analyzed using descriptive (classifies compares and measure data) and inferential (cause and effect) analysis was used to examine the effect of conflict on workplace analysis. The results obtained from the analysis showed that; communication factor, structural factor and personal factor significantly affect workplace conflict while reward factor is insignificant. The study made recommendations to the company to overcome factors that hinder the quality of outputs and overall organizational performance. Further recommendations were that particularly focuses on the causes of conflict situations of SF, PF, CF and RF in order to address workplace conflict.

Key words: Conflicts and Outcomes.

CHAPTER ONE:INTRODUCTION

1.1. Background of the Study

Conflict is an inseparable part of people's life. Wherever there is social interaction between individuals or groups, conflict will often exist. The conflict-free company has never existed and never will exist. Antagonisms, tensions, aggressions, stereotypes, negative attitudes and the frustrations will always be an integral part of any organization where men have to live and work together. Since organization is a one place where social interaction happen it cannot be immune to conflicts. Conflict is inherent in all organizations (Lynch cited in Palazzo, 2007). In present corporate environment conflict has become very common phenomenon (Kondalkar, 2007: 160).

According to Henery (2009:17) organizational conflict can be regarded as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other. It emerges as an outcome of interdependencies and interactions between and among people. Different scholars have defined the term conflict in different ways. But the most commonly used definition that all can agree upon is: Conflict is the situation in which one party perceives that its interests are being opposed or negatively affected by another party which is in the same group, in another group, in the same organization or in another organization (Mulatu, 2007: 1).

Since conflict is seemingly unavoidable, it is obviously necessary for managers to be able to recognize the sources of conflict, to view its constructive as well as destructive potential, to learn how to manage conflict, and to implement conflict resolution techniques in a practical way (Fleetwood, 1987).Managing conflicts within organizations can be defined as the art of appropriate intervention to achieve conflict settlement Nye (in Mayer and Boness 2010: 34). In 1977 Huseman viewed conflict management as “distinguishing between useful conflicts and conflicts that should be eliminated”. Huseman stated that conflict management should involve the ability to develop the abilities to work under stress and continue to be productive. In 1964 Kahn and Boulding identified the objective of conflict management as “the objective of conflict management should be to see that conflict remains on the creative and useful side of an invisible but critically important line that separates the good or natural conflict from that which is bad or unnatural”. In 1971 Thomas gave a short and clear definition of conflict management: “A process of cooperative confrontation”

(Fleetwood, 1987).Almusdy (2007: 2) believes that ‘Conflict has a negative outcome on the individual and the organization, unless properly managed’.

Conflict has both positive and negative outcome in the parties involved and in the organization in general. Robbins (1996: 504) argues that not all conflict is bad. Some conflicts support the goals of the group and improve its performance; these are functional, or constructive, forms of conflict. Additionally, there are conflicts that hinder group performances; these are dysfunctional, or destructive, forms of conflict.

Understand the factors that affect employees’ performance because such insight will help them make decisions that will inculcate improved performance from the employee and to an extension overall performance of the organization. Even though most managers address different conflicts everyday there is inadequate empirical information that can guide their efforts to clearly identify sources of conflicts, its pattern and effect on the overall organization. Therefore, the purpose of this study is to assess causes of conflicts in EACLFD and discuss outcomes of these conflicts in the workplace and to suggest ways that managers can use to address these conflicts in a way that will benefit the employees as well as the organization.

1.2 Background of the organization

ETHIO AGRI-CEFT, established in 1997, is one of the MIDROC Group Companies engaged in agro-industry in Ethiopia. Its products include highland grown coffee and tea; food crops; flowers; spices; herbal; medicinal and biopesticide plants. Ethio Agri-CEFT's is the best quality branded grower and processor of cereals, tea, coffee, legumes, cut flowers, horticultural products, herbs, spices and medicinal plants, and agro processed products in Ethiopia with environmentally sustainable production systems. Ethio Agri-CEFT's farms are located at 9 sites across the country.

Gojam farms consist of Ayehu and Bir Farms are Located in the Amhara Region (Western Gojam). Ayehu and Bir Farms were purchased from the Ethiopian Privatization Agency in March 2001. The major crops cultivated at the farms include maize, wheat, soybeans, pepper, chickpea, haricot beans, rape seed and sesame. The farms also produce essential oils, spices such as coriander and black cumin. In an effort to maintain environmental balance the farms have started planting perennial crops such as mango, avocado, banana, citrus fruits and coffee.

In addition both farms using irrigation systems produce hybrid maize seed for use by farmers for the surrounding areas as well as onions. Furthermore, there is also production of chamomile and hibiscus teas, honey, fruits and vegetables with the possibility of export in the near future.

Mainly, for this study the researcher was focused on the area of Lay bir farm which is located in Jabitehnan Woreda West Gojam zone in Amhara region and far from Addis Ababa 400km. This Woreda was received the farm as a biranch from the government in 1993 E.C. In general the total farm area of the Bir farm is 5000 hectares.

1.3. Statement of the Problem.

Managers are not able to handle conflicts due to lack of knowledge in the field, pure negligence or wrong assumptions that conflicts don't have impact on employee's performance. But this is not the case, according to Lang, 2009: 240 conflict significantly affects employee morale, turnover, and litigation, which affects the prosperity of a company, either constructively or destructively.

Unresolved conflict represents the largest deducible cost in many businesses, yet it remains largely unrecognized (Dana, 1999: 44). Lots of managerial time is consumed while dealing with conflict. According to Watson and Hoffman (1996: 84), 42% of a managers' time is spent addressing conflict in the workplace.

Most of the times managers rush in providing resolution measures without knowing what the root cause for the conflict is. In order to resolve conflict, individuals or group resort to conflict management instruments without first determining what causes of conflict are, a key element in developing appropriate conflict resolution strategy (Havenga 2004: 88). Mayer (2008: 8) argue that if the causes of conflict are known and understood, a conflict map can be developed, which could guide conflict resolution process. (Jordaan in Tonder, Havenga and Visagie, 2008: 374) states that, 'it is useful to note that the cause of conflict can be linked and collectively regarded as prerequisite for conflict management.

A research paper was submitted to Addis Ababa University by Mulatu (2007) was reviewed. The objectives of the paper included assessing the major sources of conflict in Admas University College, resolution practices, and attitudes that an employee of the organization have towards conflict and forwarding possible solutions for the problems identified from the collected and

analyzed data. It used both primary and secondary sources of information in collecting the data. It distributed 100 Questionnaires to the institutios academic, non-academic and administrative staff members.

According to the analysis made, there is a wide range of conflict in the organization; caused by three broadly classified sources of conflict. The first one is personal factors which include emotions of the individual, values and ethics of the person, attitudes and perceptions, skills and responsibility diversity of the person and jealousy. The second source of conflict is structural factors; such as goal differences, scarcity of resources, interdependence, unclear job boundary, and relationship among authorities. Among the available structural factors, majority of the respondents replied that all of these structural factors mentioned above are source of conflict in an organization. Specially, availability of limited resource in the organization and unclear job boundary got the highest rank. The third source of conflict is a communication factors. The major communication factors includes: distorted message, Information overload, lack of communications skill, use of Jargon, information late delivery, and error in perception.

Regarding the effect (outcome) of conflict the researcher found that; among the effects experienced; employee turnover, customer dissatisfaction and distorted group cooperation are the major effects in the university. Increased job dissatisfaction, resource wastage, diversion of energy form work, creation of negative climate is also effects of conflict. To avoid the above problems; the researcher recommended that the organization should prepare several occasions in which the employees can develop the relationship between them, a special training and orientation program should be prepared in order to create better grasping on conflict related issues..

In Ethio Agri Ceft Lay Bir Farm Development Office, branch office, there are numerous conflicts between workers and management (EACLFD Discipline Committee Archive). This is evidenced in the number of conflicts entertained by the Employee Discipline Committee since the split of the organization into two. According to the branch of the discipline committee more than 50 conflicts were entrained in the year 2021. Such conflicts hinder the effectiveness of the departments and the organization as a whole. On the other hand most of the manager's times that could have been allocated to deal with other pressing issues are consumed in trying to pacify conflicts.

Previous studies have tried to find out the factors that influence assessment of workplace conflict nevertheless it is hardly possible to believe that the existing literature have generated sufficient evidence to guide the assessment of workplace conflict and previous studies that are done in other place are not consistent in terms of the variables included in their analysis. Regarding the assessment of workplace conflict, there is no a recent research that was conducted in the research area. Thus, this research aimed to fill this gap by examining factor by using both descriptive and inferential analysis.

In line with the above idea the researcher tries to examine the most prevalent sources of conflicts and outcomes of these conflicts in the organization. Furthermore the study also tries to pinpoint the outcomes of the conflict in the organization.

1.4. Basic research questions

1. What are the effects of structural factors on workplace conflict?
2. What are the effects of personal factors on workplace conflict in the organization?
3. What are the effects of communication factors on workplace conflict in the organization?
4. What are the effects of reward factors on workplace conflict in the organization?
5. What are the determinants of workplace conflict in the organization?

1.5. Objective of the Study

1.5.1. General Objective

The main objective of this study has been to assess workplace conflict in Ethiopian agricultural private company in lay bir farm development.

1.5.2. Specific Objective

1. To examine the effect of structural factors on workplace conflict in the organization.
2. To investigate the effect of personal factors on workplace conflict in the organization.
3. To assess the effect of communication factors on workplace conflict in the organization.
4. To identify the effect of reward factors on workplace conflict in the organization.
5. To analysis the determinants of workplace conflict in the organization.

1.6 Scope of the Study

The study has been only limited to the Ethio agri ceft private company in lay bir farm development, branch office, even if there are different related areas of conflict such as trade union conflicts and conflicts between the organization and other outside organizations and branch office of EACLFD as well. The reason study scope that is not too broad enables researcher to give clarity to the outcomes that are to be investigated.

1.7 Significance of the Study

This study have been be a significant endeavor in handling conflict in work environment and keeping harmony of workplace in general. This study has been also being beneficial to the employees and managers in different organizations, when they employ effective conflict handling strategies which benefits stakeholders. By understanding the causes of conflicts mangers have been able to create a conducive environment that enables departments and organizations maximize their potentials. Moreover, this research will provide recommendations on how to address different kinds of conflicts.

1.8 Limitation of the Study

The study was conducted to show the causes and outcomes of conflict in Ethio Agre Ceft Lay bir Farm Development Office, as a result of this, the study is limited to generalize about the situation for all types of organizations.

The study tries to asses workplace conflicts. The causes of conflict identified in the research are not exhaustive and further researches can be made on causes which are not listed in the research. The same is true for outcomes of conflicts.

Lack of research conducted by other researchers on this specific topic in the country's context in which this study is undertaken may have helped the researcher to widen the scope. This was another limitation noted in the study.

1.9 Organization of the Study

The research has been structured as follows. Chapter 1 is an introductory chapter which consists of background of the study, background of the organization, statement of the problem, objectives of the study, significance of the study, scope of the study, limitation of the study, and organization of the study. Chapter 2 contains reviews literature that is related to this study. The methodology of the study which deals about what methods and materials will be presented in chapter 3. Chapter 4 presents data presentation, discussion and interpretation the results of the different methods will be used. Chapter 5 presents summary, conclusion and recommendations including areas where further research may be productive.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2. Introduction

This chapter covers a critical review of both theoretical and empirical literatures related to the variable being studied. The chapter contains two major parts. While the first part of the literature review deals with theoretical literature the second one deals with empirical reviews. Under the theoretical literature views of conflict, sources of conflict and outcomes of conflict are discussed in depth. In the empirical part different articles related to the study are summarized.

2.1 Theoretical Literature

2.1.1 Definition of Conflict

A lot has been said regarding conflict by different scholars in different times. According to Pink (1968: 413-414), there has been no shortage of definitions of conflict. Despite the differing meanings the term has acquired, several common themes underlie most definitions. Additional commonalities in the definitions are opposition or incompatibility and some form of interaction.

These factors set the conditions that determine the beginning point of the conflict process. Robbins (1996:505) defines conflict, as ‘a process that begins when one party perceives that. Another party has negatively affected, or is about to negatively affect something that the first party cares’. According to Jhon et al., (2002:s 127), ‘conflict occurs whenever disagreements exist in a social situation over issues of substance or whenever emotional antagonisms create frictions between individuals or groups’.

Conflict is also defined by Rashid and Archer (1985: 177), as; ‘The pursuit by two different persons of goals that are incompatible so that gains by one person must inevitably come about at the expense of the other’. Conflict must be perceived by the parties to it; whether or not conflict exists is a perception issue. If no one is aware of conflict, then it’s generally agreed no conflict exists. (Robbins, 1996: 504).

According to Jeffrey et al., (1994: 7), it is defined as a ‘perceived divergence of interest, or a belief that the parties' current aspirations cannot be achieved simultaneously’. Disputes, on the other hand, are manifest disagreements, often following legal or quasi-legal or otherwise confrontational

procedures (such as complaints, charges, grievances, and lawsuits). Conflict embraces all the differences between persons, whether or not they become disputes.

This definition is deliberately broad. It describes that point in any ongoing activity when an interaction “crosses over” to become conflict. It includes the wide range of conflicts that people experience in groups and organizations such as; incompatibility of goals, differences over interpretations of facts, disagreements based on behavioral expectations, and the like (Robbins, 1996: 505).

2.1.2. Views of Conflict

It is entirely appropriate to say that there has been "conflict" over the role of work in groups and organizations. One school of thought has argued that conflict must be avoided, that it indicates a malfunctioning within the group. We call this the traditional view. Another school of thought, the human relations view, argues that conflict is a natural and inevitable outcome in any group and that it need not be evil, but rather has the potential to be a positive force in determining group performance. The third, and most recent, perspective proposes; not only that conflict can be a positive force in a group but explicitly argues that some conflict is absolutely necessary for a group to perform effectively. We label this third school the interactions approach. Let's take a closer look at each of these views.

The Traditional View

The traditional view was consistent with the attitudes that prevailed about group behavior in the 1930s and 1940s. Conflict was seen as a dysfunctional outcome resulting from poor communication, a lack of openness and trust between people, and the failure of managers to be responsive to the needs and aspirations of their employees (Robbins, 1996: 506).

The early approach to conflict assumed that all conflict was bad. Conflict was viewed negatively, and it was used synonymously with such terms as violence, destruction, and irrationality to reinforce its negative connotation. They believe that conflict, by definition, was harmful and was to be avoided. Conflict is dysfunctional, destructive and irrational usually caused by poor communication, a lack of trust, or a failure to be responsible to the needs of others. Mullins (2002: 813) claims that Peter Drucker, the renowned Austrian management theorist, was a leading proponent of this view,

which holds that ‘conflict is seen as a dysfunction outcome and can be explained, for example, by poor communications, personality clashes or the work of agitators’.

The traditional view of conflict, as a problematic condition always requiring reduction or elimination and whose conditions or outcomes can be predicted, is incompatible with a complex adaptive systems view of organizations.

Conflict is frequently viewed as a problematic condition usually between two people or groups that needs to be reduced, eliminated, or overcome (Rahim, 2002: 210), so that organizational stability is not threatened (Pondy, 1967: 301).

The view that all conflict is bad certainly offers a simple approach to looking at the behavior of people who create conflict. Since all conflict is to be avoided, we need merely direct our attention to the causes of conflict and correct these malfunctioning in order to improve group and organizational performance. Although research studies now provide strong evidence to dispute that this approach to conflict reduction results in high group performance, many of us still evaluate conflict situations utilizing this outmoded standard (Schermerhorn et al., 2010: 233).

The Human Relations View

Since the late 1970s a new perspective has emerged which is the human relations (Ducker, 2007: 1). The human relation argued that conflict was a natural occurrence in all groups and organizations (Robbins, 1996: 506). This perspective is, more properly, an interdisciplinary series of views which oppose the traditional one (Ducker, 2007: 1).

Since conflict was inevitable, the human relations school advocated acceptance of conflict. Proponents rationalized its existence: It cannot be eliminated, and there are even times when conflict may benefit a group's performance. The human relations view dominated conflict theory from the late 1940s through the mid-1970s (Robbins, 1996: 506). Ducker (2007: 1) argues that conflict is either neutral (rather than intrinsically bad) or can be manipulated to be either good or bad. According to this reasoning, “conflict in itself is neither good nor bad, right nor wrong, it is the way we react to conflict” that is the issue (Palmer 1990: 6).

The Interactionist View While the human relations approach accepted conflict; the interactionist approach encourages conflict on the grounds that a harmonious, peaceful, tranquil, and cooperative

group is prone to becoming static, apathetic, and nonresponsive to needs for change and innovation. The major contribution of the interactionist approach, therefore, is encouraging group leaders to maintain an ongoing minimum level of conflict enough to keep the group viable, self-critical, and creative (Robbins, 1996: 506). Under this new view, some go further to argue that conflict performs a positive function, for example Avis (1992: 120) claim that conflict is ‘not only inescapable, but indispensable’ and Townsend (in Mullins 2002: 814) argues that ‘conflict is the sign of a healthy, not dysfunctional in organizations’.

According to Robbins (1996: 506) to know whether a conflict is good or bad depends on the type of conflict. Specifically, it's necessary to differentiate between functional and dysfunctional conflicts.

2.1.3 Functional and Dysfunctional Conflict

Conflict in organizations can be upsetting both to the individuals directly involved and to others affected by its occurrence (Jhon et al., 2002: 128). There are two kinds of conflict. The first is functional which are constructive by nature that supports the goal of the group and improves its performance. According to Jhon et al., (2002:128), functional conflict results in positive benefit to the group. The other is dysfunctional or distractive conflict that minimizes or hinders group performance. It works to the individuals, groups, or organization's disadvantage. It diverts energies, hurts group cohesion, promotes interpersonal hostilities, and overall creates a negative environment for workers (Jhon et al., 2002: 129).

Robbins (1996: 507) argues that conflict can be valuable for the group. The demarcation between functional and dysfunctional is neither clear nor precise. He believes that no one level of conflict can be adopted acceptable or unacceptable under all conditions. The type and level of conflict that create healthy and positive involvement towards one group's goal today may, in another group or in the same group at another time, be highly dysfunctional.

Functional Conflict

When conflict is functional, it is generally task oriented and focused on judgmental differences about how best to achieve common objectives Brehmer; Cosier & Rose; Jehn; Priem & Price; Riecken; Torrance (in Amason, 1996: 129). This type of conflict is called cognitive conflict (Amason & Schweiger, 1994: 342). Cognitive conflict is inevitable in top management teams because ‘different positions see different environments’ (Mitroff, 1982: 375). However functional

conflict should not adversely affect group goal and performance rather it should enhance group commitment and understanding.

Dysfunctional Conflict

When conflict is dysfunctional, it tends to be emotional and focused on personal incompatibilities or disputes Brehmer; Cosier & Rose; Jehn; Priem & Price; Riecken; Torrance (in Amason, 1996: 129). This type of conflict is called affective conflict (Amason & Schweiger, 1994: 247). Affective conflict seems to emerge in top management team when cognitive disagreement is perceived as personal criticism (Amason 1996: 123-148). Brehmer (1976: 986) argues that such misinterpretation can cause “purely cognitive disagreement to turn into full-scale emotional conflict”. It is likely that the criticism and debate necessary for cognitive conflict could be interpreted as political gamesmanship, where one team member tries to gain influence at the expense of another (Finkelstein, 1992: 517).

2.1.4 Sources (Causes) of Conflict

Different scholars mention different sources that will lead to conflict. According to Jones & George (in Obasan, 2011: 45), there are many sources of organizational conflicts categories with each category having its unique characteristics.



Figure 1: CAUSES OF CONFLICT (OBASAN, 2011)

According to Robbins (1996: 508), sources of conflict are categorized in three major divisions the first one is a personal factor, the second is structural factors and the last one is communicational factors. Nelson and Quick (2001: 425-428) categorizes source of conflict as personal factor, those that develop from within the organization and originates from the manner in which work is organized, and secondly personal factors, which emerges as a result of individual differences among employees. Communicational factors can also be considered as a potential cause for a conflict even though much attention is not given to this factor. (Ritzer 1972: 53; Robbins 1998: 247; Vecchio 2000: 177) argue that communication is infrequently considered as a source of conflict.

In general, these authors suggest that causes of conflict can be classified under 3 main categories these are, structural factors, personal factors and communicational factors.

Structural Factors

The very nature of organizations as hierarchical systems provides a basis for conflict as individuals and teams work within the authority structure (Schermerhorn et al., 2010: 237). Vertical conflict occurs between levels and commonly involves supervisor, subordinate and team leader. Team

member disagreements over resources, goals and performance system. Horizontal conflict occurs between persons or groups working at the same hierarchical level.

These disputes commonly involve goal incompatibilities, resource scarcities, or purely interpersonal factors. And, line–staff conflict involves disagreements between line and staff personnel over who has authority and control over decisions on matters such as budgets, technology, and human resource practices (Schermerhorn et al., 2010: 238; Nelson and Quick, 2001: 427).

There are eight structural aspects of an organization that are recognized as the causes of conflict: specialization, common resources, goal differences, interdependence, authority relationships, status differences, jurisdictional ambiguities, and roles and expectations.

Personal Factors

Personal factors are also among one of the potential source of conflict. They include each person's individual value system and the personality characteristics that account for individual idiosyncrasies and differences. Certain personality type, for example, individuals who are highly authoritarian and dogmatic, and who demonstrate low self-esteem lead to potential conflict. Most important, and probably the most overlooked variable in the study of social conflict, is differing value system. Value difference for example, are the best explanation of such diverse issue as prejudice, disagreements over one's contribution to the group and the reward one deserves. (Robbins, 1998: 509). As Azamosa (2004: 13), observed conflict involves the total range of behavior and attitudes that is in opposition between owners/managers and working.

In a professional workplace setting, bad attitude can affect everyone and cause conflict among employees (Braymer, 1976: 988). Business owners looking for ways to improve worker productivity can start by evaluating the attitude their employees bring to the job each day. A positive or negative attitude affects how workers approach their jobs, and attitudes can have a ripple effect on those around them. In some cases attitude problems are able to be ignored by the majority of employees and a productive employee with a slight attitude problem is not a distraction (Mayer and Boness, 2010: 37). A manager needs to learn how to identify escalating attitude problems in the workplace to prevent them from becoming a distraction (Roseman, Wiest and Swartz, 1994: 209).

Over the past ten years, increasing attention has been given to how workers express emotion in a variety of work settings (Sutton, 1991: 249-50; Wharton and Erickson, 1993: 485). Middleton (1989: 188) has defined the conflict between emotions genuinely felt and emotion to be displayed in organization as “emotional dissonance”. Workers may experience emotional dissonance when the emotions required by the organization clashes with their inner or real feelings. Sutton (1991: 250) believes that to individuals who are highly emotional are more likely to enter in to conflict.

Personal factors that can lead to organizational conflict are skills and abilities, personality conflicts, perceptions, diversity, and personal problems.

Communication Factor

Communication can be source of conflict. It represents those opposing forces that arise from semantic differences, misunderstanding and noise in the communication channel. One of the myths that most carry around is that poor communication is the reason for conflict: “if we could just communicate with each other, we could eliminate our differences.” Such a conclusion is not unreasonable, given the amount of time each of us spends communicating. Lenore and Arthur (1977: 541) found that communication skills play an important role in determining a happy relationship among individuals. But, of course, poor communication is certainly not the source of all conflicts, although the problem in the communication process acts to retard collaboration and stimulates misunderstanding.

Semantic difference, insufficient exchange of information and noise in the communication channel are all barriers to communication and potential antecedent conditions to conflict (Robbins, 1998: 509-10). Specially, semantic differences arises as a result of difference in training, selective perception and inadequate information about others. Conflict can arise when having to little or too much communication. An increase in communication is functional up to a point, whereupon it is possible to over communication, with a resultant increase in the potential for conflict. So, too much information as well as too little can lay the foundation for conflict (Robbins, 1998: 510) (Nelson and Quick, 2001: 430).

Further, the channel chosen for communicating can have an influence on stimulating opposition. The filtering process that occurs as information is passed between members and the divergence of communications from formal or previously established channels offer potential opportunities for

conflict to arise (Robbins, 1998: 510). Filtering, selective perception, information overload, language and comprehension apprehension are common barriers that often lead to communication breakdowns.

Reward Factors

Reward systems can be a source of grievance and conflict. The organizations reward systems contribute to the satisfaction or dissatisfaction of employees at large. Transparency is the utmost importance when dealing with reward systems.

2.1.5 Outcomes of Conflict

Conflict is defined as a difference of wants, needs, or expectations. The workplace is filled with people who have differences of wants, needs, and expectations. So, of course, conflicts will occur. These conflicts can be an asset to the organization. They may be course, conflicts will occur. These conflicts can be an asset to the organization. They may be opportunities for creativity, collaboration, and improvement (Robbins, 1998: 518).

But conflict can also be costly to an organization. The trouble isn't necessarily the fact that conflict exists, its how we deal with those conflicts or what happens when they aren't resolved. The impact of conflict in the workplace can be devastating - to the parties involved, to colleagues and teams, to clients, and to the business as a whole. Some of the results of unresolved conflict in the workplace include (Robbins, 1998: 519).

As it has been said, if conflict occurs in the workplace it can have far-reaching and disruptive consequences. When relationships break down between colleagues, then individuals, whether they are management, team leaders or team members, may experience feelings of disorientation, distress and disconnection from colleagues (Kondalkar, 2007: 166).

Often others not directly involved in the conflict will also be affected; the impact of this can be seen in: Poor workplace morale, miscommunication resulting from confusion or refusal to cooperate, increased stress among employees, reduced creative collaboration, decreased motivation within the organization, health issues such as stress and depression, affecting attendance and performance, poor performance and reduced output, missed deadlines or delays, increased staff turnover, problems in

recruiting staff and damage to the reputation of the organization, are some of the major effect of conflict in the organization (Opotow, 2000: 87) (Nelson and Quick, 2001: 437)

If a dispute culminate in a tribunal hearing, not only are there financial costs, in terms of legal fees and time spent preparing the case (for organizations, the majority of this is directors' and senior managers' time), individuals also have to deal with the stress of going through the process and their anxieties about the outcome (Schermerhorn et al., 2010: 243).

2.2 Empirical Literature

A research paper was submitted to Addis Ababa University by Mulatu (2007) was reviewed. The objectives of the paper included assessing the major sources of conflict in Admas University College, resolution practices, and attitudes that an employee of the organization have towards conflict and forwarding possible solutions for the problems identified from the collected and analyzed data. It used both primary and secondary sources of information in collecting the data. It distributed 100 Questionnaires to the institutios academic, non-academic and administrative staff members.

According to the analysis made, there is a wide range of conflict in the organization; caused by three broadly classified sources of conflict. The first one is personal factors which include emotions of the individual, values and ethics of the person, attitudes and perceptions, skills and responsibility diversity of the person and jealousy. The second source of conflict is structural factors; such as goal differences, scarcity of resources, interdependence, unclear job boundary, and relationship among authorities. Among the available structural factors, majority of the respondents replied that all of these structural factors mentioned above are source of conflict in an organization. Specially, availability of limited resource in the organization and unclear job boundary got the highest rank. The third source of conflict is a communication factors. The major communication factors includes: distorted message, Information overload, lack of communications skill, use of Jargon, information late delivery, and error in perception.

Regarding the effect (outcome) of conflict the researcher found that; among the effects experienced; employee turnover, customer dissatisfaction and distorted group cooperation are the major effects in the university. Increased job dissatisfaction, resource wastage, diversion of energy form work,

creation of negative climate is also effects of conflict. To avoid the above problems; the researcher recommended that the organization should prepare several occasions in which the employees can develop the relationship between them, a special training and orientation program should be prepared in order to create better grasping on conflict related issues.

Other research conducted by Tonder et al., (2008), explored the perceived sources of conflict in two South African organizations operating in different economic sectors.

The result from the inferential output reveals four major factors are the major causes of conflict; this are racially-informed management practices, inadequate and ineffective resources, work demands associated with change in technology and management practice, and unjust layoffs/ rationalization. It also shows that conflict has an effect on employees physical, emotional, and mental well-being and a pronounced effect on social and interpersonal relationship among employees.

A study conducted by Tseveendorj O. (2008) in the banks of Baguio city which analyzed conflict resolution as a bases for effective conflict management using questionnaire that incorporates respondents demographic characteristics, respondents variables, the level of implementation of the conflict resolution approaches and the degree of seriousness. To augment the data, the documents provided by Baguio Benguets bankers association were also examined; several officers and employees were likewise interviewed.

To analyses the data both descriptive and inferential statistics were used. The analyzed data reveals that, the seriousness of communication, perception, values and cultural difference in creating conflict in the employees of bank of Baguio. It also shows the bank employees seldom implement the dominating approach, often implement problem solving approach and sometimes implement accommodation.

The researcher recommends that, in order for the bank employees to deal with conflict properly, it may be necessary for the bank officers to disseminate information or give orders clearly by formally instructing their employees on the use of written guidelines and procedures to prevent miscommunication, so that bank staffs will have a clear understanding and correct interpretation of all information and instruction.

A research conducted by Henery O. (2009) with a title of organizational conflict and its effect on organizational performance in Gaborone that aim to find out the causes, types, effect and strategies on how to manage conflicts in organizations and effectively to enhance organizational performance. Therefore, it is the prime responsibility of management to put in place appropriate strategies on how to minimize conflict.

To achieve the objective of the study, survey research design was adopted and the focus of the study was cross-sectional. Using convenience sampling, a sample of one hundred and thirty managers was selected for the study from government department, parastatals and privet companies were selected.

To analyze the data it uses quantitative approach. Using the analyzed data he concluded that the major cause of organizational conflict is limited resource and interdependency. The result also shows that poor performance, lack of cooperation, wasting of resource and productivity are the effect of workplace conflict.

Other study conducted by Hotepo et al., (2010) that aim on examining the Effect of Conflict on Organizational Performance, that was carried out by investigating the causes, types, reason and strategies for managing conflicts in some selected service organizations in Nigeria, with a view of coming out with ways of improving their performance and productivity revealed that; limited resources is the major cause of conflict; and that conflicts have both negative and positive effects on organization, but when managed properly, the positive effects can be used to encourage organizational innovativeness and build cooperation among the employees.

The study find out that the major causes of conflict are lack of resource and communication problem. Other important causes of conflicts in organization are: competition, lack of cooperation, different expectation and interdependence. It also shows that salary comparison is the item that generated least conflicts. Regarding the type of conflict the study shows that interpersonal conflict ranked highest as the type of conflict experienced by the respondents in their organizations.

Regarding the effect of conflict; the study indicates that conflicts have both positive and negative effects to the organization. If conflict is not resolved properly might affect the organization adversely in terms of poor performance, lack of cooperation, wasting of resources and productivity. In addition, conflict has positive effect to the organization especially in building cooperation among

the employees, encourages organizational innovativeness and improves quality decisions in resolving conflicts.

The researcher recommended that, Proper communication procedures should be put in place to resolve conflict. He also recommended that the management should organize seminars/workshops on organizational conflict management from time to time for the employees. Lastly he mentioned that Efforts should be made by the managers to occasionally stimulate conflict by encouraging divergent views and rewarding staff and unit/department for outstanding performance.

A research conducted by Obasan (2011), which studies the impact of conflict management on corporate productivity of First Bank of Nigeria Plc.,(Lagos Branch). By using a student's distribution to test the significance of response and purposive sampling technique to administer a self-design questionnaires to 50 respondents cutting across all cadres of staff of First Bank of Nigeria Plc.,(Lagos Branch), revealed that the main sources of conflict in the organization relate to perception and value problems. The specific issues bother on employee compensation and welfare while managers prefer the compromise, problem solving and dominating strategies to minimizing the incidence of organizational conflicts.

Based on the findings of the study, Obasan recommended that strategies which promote industrial democracy should be chosen by management as the preferred option in dispute resolution. In addition, in order for bank employees to deal with conflict properly, it may be necessary for the bank officers to disseminate information or give orders clearly by formally instructing their employees on the use of written guidelines (e.g. memos, circular etc.) and procedures to prevent communication gap, so that bank staffs will have a clear understanding and correct interpretation of all information and instructions.

He also finds out that the ideal level of conflict resolution required to attain optimum performance for every organization is unique and situational hence managers are duty bound to establish the best maintainable by the organization.

Finally, the researcher recommended that conflict situations should be promptly confronted and addressed whenever they occur rather than being avoided.

It is seen in above listed researches a number of factors have been identified as a cause for conflicts in the organization. It is also seen conflicts have both positive and negative effects in the organization. In addition, different outcomes of conflicts are identified and discussed in the different researches. In line with this the researcher tires to investigate conflicts in the Ethiopian context.

CHAPTER THREE: RESEARCH DESIGN AND METHEDOLOGY

3. Introduction

This part of the study shows the materials and methods were used to conduct this study. In order to find the determinant factors that cause conflict in the organization this study makes use of research Methodology. Research methodology is all about underlining how the needed information is gathered and processed. The study uses research methodology in order to identify the factors that lead to conflict and their effect on the organization. This process involves several activities such as research design, questionnaire design, data collection, sampling procedures, visiting of relevant centers, selection of participants, test of validity, data collection and analysis.

3.1 Research Design

Research design is crucial in thinking how to guide the data collection, its analysis and interpretations, how to establish a link between research question, data analysis, and conclusion and how addressed basic research questions. Research design is the plan of action that links the philosophical assumptions to specific methods (Creswell and Plano lark, 2007). This study was conducted using two types of research designs; the descriptive and the causal (explanatory) research designs. The study was descriptive to collect data, summarize, present data and interpret it for the aim of clarification. In order to explain certain opinions and to look the relationships and variations with in dependent variable and independent variables Explanatory design, casual research was selected. This basically used to explain the cause and effect relationship between causes of conflict and workplace conflict.

3.2 Research Approach

A quantitative approach was employed in the study. Aliaga and Gunderson (2000), describes quantitative study as a research approach explaining a phenomena by collecting numerical data that are analyzed using statistical approaches. It is an approach in which the investigator employs strategies of inquiry such as experiments and surveys and collects data on predetermined instruments that yield statistical data (Creswell, 2003). The greatest strength associated with quantitative research is that its methods produce reliable and quantifiable data that can potentially be generalized to a large population (Marshall, 1996).The reason for using quantitative approach was for the sake of understanding and describing the workplace conflict in depth.

3.3 Data Collection Instrument

The primary data were collected using self-administrated 5 points likert-scale questionnaires anchored by strongly agree to strongly disagree. The questionnaires have three sections. The first section was contained questions associated with the general demographic characteristics of the sample respondents. The second section was deals with questions related to causes of conflicts. The last parts of the questionnaires were dedicated to find out the cause of dysfunctional conflict on the overall status of the organization, however, the respondent might be suggest otherwise.

The questionnaires that are developed in accordance to the related literature were distributed to all sample respondents to get their written feedback about the cause and effects of conflict in their workplace.

As stated in the above paragraph, to measure the variables of the study questionnaire were developed. These questionnaires have taken from the literature review and modified by the researcher. The choice of variables for inclusion in section 2 and 3, the causes and potential causes of conflict, were hampered by the many different viewpoints on what variables should be regarded as causes of conflict. As point of departure, four major seemingly more prominent sources of conflict were identified from the literature. The sources of conflict indicated are: structural, communication, personal and reward factors. All the sources under each category were separated and indicated on the questionnaire.

The outcomes of these conflicts were indicated in part three, which are Decline in performance, hostility towards colleagues, decline in cooperation, depression and lower job motivation, considering a job change, diversion of energy from work, and developing health problem.

These variables were taken from the study of Tonder, Havenga and Visagie (2008) who considered these variables to identify the manifests of conflict in South Africa Public and Private sectors. Again, before the inclusion of this variables as output of conflict the views of Folger (1993), Nelson and Quick (2001) and Opotow (2000) were considered.

3.4 Data Source and Type

The study was employed both primary and secondary sources of data collection. In order to realize the objective the study was used a well-designed questionnaire as best instrument. This was completed by employees of the selected organization. In addition, secondary data was collected from files, Journals, Internet sources, Newspapers, organizational manuals, brochures and several books were used to provide additional information when the need arises.

3.5. Sampling Techniques

The size of sample should neither be excessively large, nor too small. It should be optimum (Kothari, 2004: 56). In order to select representative employees of the organization, stratified random sampling were used in which employees from different departments were taken as strata so as to give equal chance to each of the department. From each stratum, samples were selected using simple random sampling since each stratum have similar characteristics and operate under similar environment. According to Janet (2006:94), this step increases the probability that the final sample will be representative in terms of the stratified groups.

To overcome the problem of uncollected and incomplete questionnaires the researcher has distributed 5 % of the sample size as a contingencies. This has increase the representativeness of the research by avoiding and filling incomplete and uncollected questionnaires.

To select the sample, Malhorat Naresh, Marketing Research: an applied approach, 2007 were used. Hence, in the next table the population size which is 332 were categorized in the fourth row and the samples to be used in this category are lowest (20), medium (50), and the highest (80). However, in order to be representative the researcher chose the highest sample size which is (80) employees. Furthermore, an additional four questionnaires were distributed as mentioned above. Therefore, a total of eighty four questionnaires were prepared and distributed to the employee of the organization.

TABLE 1: SAMLE SIZE DETERMINATION

Population size	Sample Size		
	Low	Medium	High
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	50	125	200
3201-10000	80	200	315
10001-35000	125	315	500
35001-150000	200	500	800

Source: Malhorat Naresh, Marketing Research: An Applied Approach, 2007

After determining the size of the sample, employees were selected from each of the departments (strata) based on proportion allocation as shown in the following table. As indicated above stratified random sampling was used to gather responses from respondents. Since the study targeted all employees respondents were selected from each stratum to give equal chance of selection.

TABLE 2: DEPARTEMENTS OF ETHIO AGRI CEFT LAY BIR FARM

Departments	Number of Employee in each Department	Proportionate sample size from stratum	Sample size from each department (approximated)
Human Resources Administrative	128	32	$(128/332)*84=32$
Finance	9	2	$(9/332)*84=2$
Purchasing and property administration	23	6	$(23/332)*84=6$
Technical and engineering	122	31	$(122/332)*84=31$
Farming main branch	45	12	$(45/332)*84=12$
Cattle dry lot finishing	5	1	$(5/332)*84=1$
Total	332	84	

Source, Own Survey, 2022

3.6 Data Processing and Analyzing

Given data analysis usually involves reducing accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques. This section explains how the data is to be captured and analyzed, and would also define the statistical terms of Frequency, Means,

Standard Deviation, to analyze the data. After the data was collected the researcher used in house editing before coding, data entry and analysis has made. The purpose of editing is to check and adjust the data for omission, legibility and consistency. After editing, the data coded, entered and analyzed using statistical techniques based on the information. Therefore, the data entered on IBM SPSS Version 26 program package was used in order to draw the simple interpretations; these were used to describe the socio demographic characteristics of the research participant. In this study, descriptive (classifies compares and measure data) and inferential (cause and effect) analysis was used to examine the effect causes of conflict on workplace conflict. So, the researcher has used the following multiple regression model.

$$WPC=b_1SF+b_2RF+b_3PF+ b_4 +e$$

Where:

WPC= Workplace conflict

SF= Structural Factors

RF= Reward Factors

PF= Personal Factors

b₁, b₂, b₃, b₄ = beta coefficients

a =constant term

e = error term (residual term that includes the net effect of other factors not in the model and measurement errors in the dependent and independent variable)

3.7 Test of Validity and reliability

Validity is concerned with the idea that the research instrument measures the constructs of the study while Reliability is about consistency of the research scale items (White, 2002). Before conducting the study, the validity of the questionnaire were tasted to know whether or not the questionnaire measures what it claims to measure. The content validity was compared with other similar researches. Items which are identified as being vague to conduct the study, or flawed in any other way, were revised. Apart from the content validity, the face validity was also measured by sending the questionnaires for senior individuals who have ample experience in the research field. They were requested to forward their opinion whether or not the questionnaire was measuring what it is intends to measure. By considering their opinion certain modifications were made. Before continuing with the analysis, the reliability of questionnaire for cause of conflict, which are separated into four

different groups i.e. Structural Factors, Personal Factors, Communication factors and Reward Factors, were also tested separately to see whether the questions chosen are consistent with one another. The reliability was checked by conducting a pilot study on random employees. The reliabilities of the variables (data) were checked against the Nunnally's recommended standards (Cronbach's $\alpha \geq 0.70$) mainly to ensure that they are reliable indicators of the constructs (Nunnally's, 1967).

TABLE 3: RELIABILITY STATISTICS

Reliability Statistics	
Copulative Cronbach's Alpha results	N of Items
.700	4

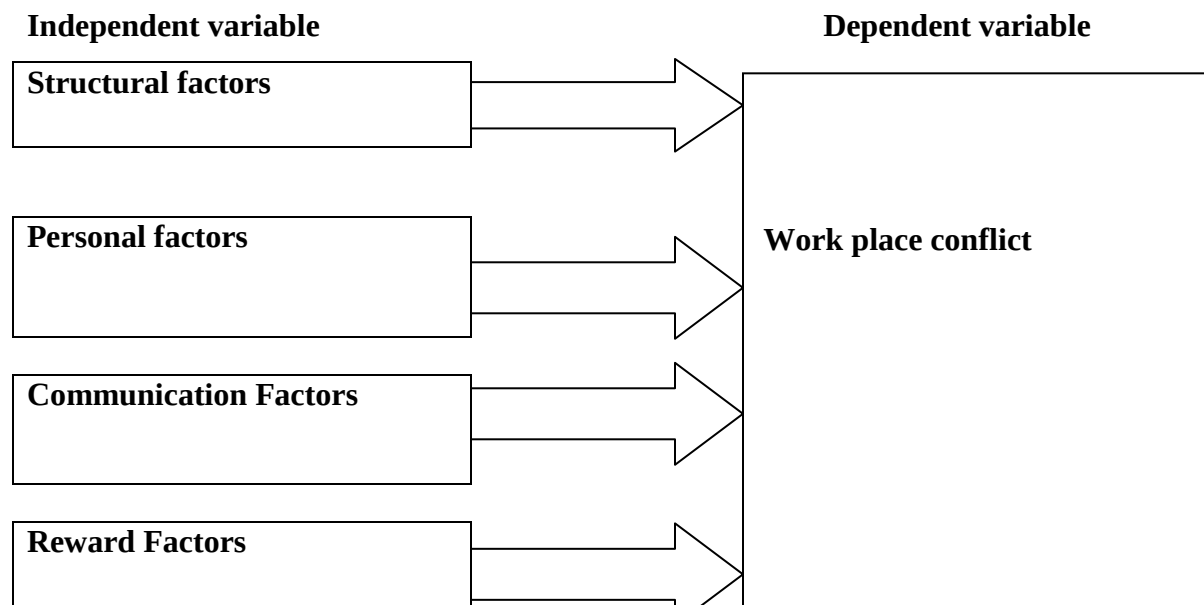
(Source, Own Survey, 2022)

3.8 Ethical Considerations

While conducting the study, ethical issues were primarily considered. Before conducting the data collection all the necessary information about the study were provided to the sample respondents, i.e. who is conducting the study, for what purpose, and the like, this was helped them to decide whether or not to participate in this study. They were also notified that their participation in the study was voluntary, that they have the freedom to withdraw from the study at any time without any unfavorable consequences, and they are not harmed as a result of their participation or non-participation in the project. They were also aware that anonymity and confidentiality of their response are fully guaranteed throughout the study.

3.9 Conceptual Framework

A conceptual framework is a tool researchers used to guide the study. It is asset of ideas used to structure the research. Therefore, this study is based on a conceptual construct indicating the different types, causes and outcomes of workplace conflict in Ethio Agri Ceft Lay Bir Farm Development, branch office. The literature has been used as foundation to develop a conceptual framework for this study and operational map for workplace conflict as shown in figure 2.



Source: researcher on construction based on the literature review

Figure 2: CONCEPTUAL FRAMEWORK

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4. Introduction

This chapter presents both descriptive statistics and inferential statistics analysis. It has three sections. The first section is the descriptive statistics which summarizes the main features of the study variable such as mean, frequency and percentage. The second section is the correlation analysis which shows the degree of association between the study variables. The last sections of the chapter reports regression output of the models used.

4.1 Descriptive Statistics

Descriptive analysis refers to statistically describing, aggregating, and presenting the constructs of interest or associations between these constructs.

4.1.1 Response Rate

Out of the 84 questionnaires distributed to the respondents a total of 78 were properly filled and returned to the researcher for farther use in the survey, which represent 92.9% of the total sample size of the study.

4.2.2 Demographic Characteristics of Respondents

For this study, demographic characteristics of the respondents such as gender, age, level of education, year of experience and position at the company of the respondents presented and discussed.

4.2.2.1 Sex of Respondents

The results revealed that out of 78 respondents 56 (71.8%) of the respondents were males and 22(28.2%) were female respondents. It shows that among respondent's male employees exceed in number.

TABLE 4: GENDER OF RESPONDENTS

Variables		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	56	71.8	71.8	71.8
	Female	22	28.2	28.2	100.0
	Total	78	100.0	100.0	

(Source, Own Survey, 2022)

4.2.2.2 Age of Respondents

As can be seen from the table below age is divided in to four categories resulted with 50(64.1%), 12(15.4%), 9(11.5%) and 7(9.0%) frequencies for between 36 and 45, between 46 & above, between 26 and 35, and between 18 and 25 years old age categories respectively. From this result we can easily infer that most of the respondents are aged above between 36 and 45.

TABLE 5: AGE GROUP OF RESPONDENTS

Variables		Frequency	Percent	Valid Percent	Cumulative Percent
Age	18-25	7	9.0	9.0	9.0
	26-35	9	11.5	11.5	20.5
	36-45	50	64.1	64.1	84.6
	46 and above	12	15.4	15.4	100.0
	Total	78	100.0	100.0	

(Source, Own Survey, 2022)

4.2.2.3 Levels of Education of Respondents

The level of education of respondents in the below table indicated that from 78 respondents 1 (1.3%) of the respondents were employees below grade 12, 2 (2.6%) were employees high school complete, 11(14.1%) of the respondents were Certificate holders, the same is true that 11(14.1%) of the respondents were Diploma, 35(44.9%) of the respondents were employees Bachelor Degree holders, 16(20.5%) of respondents were employees Masters Degree holders and 2(2.6%) was PhD holders. The result indicates that majority of the employees were Bachelor Degree holders while the minority was below grade 12.

TABLE 6: LEVEL OF EDUCATION

Variables		Frequency	Percent	Valid Percent	Cumulative Percent
Education	below grade 12	1	1.3	1.3	1.3
	high school complete	2	2.6	2.6	3.8
	Certificate	11	14.1	14.1	17.9
	Diploma(level 4 or 5)	11	14.1	14.1	32.1
	BA degree	35	44.9	44.9	76.9
	Master's Degree	16	20.5	20.5	97.4
	PhD	2	2.6	2.6	100.0
	Total	78	100.0	100.0	

(Source, Own Survey, 2022)

4.2.2.4. Years of Experience of the Respondents

Table below shows that majority of the respondents 30(38.5%) have an experience 6 to 10 years followed by 18(23.1%) with an experience of 1 up to 5 years. 13(16.7%) of them have an experience of 15 years and above while rest is included in employees who have less than a year of experience.

TABLE 7: YEAR OF EXPERIENCE

Variables		Frequency	Percent	Valid Percent	Cumulative Percent
Experience	below 1 year	7	9.0	9.0	9.0
	1-5 years	18	23.1	23.1	32.1
	6-10 years	30	38.5	38.5	70.5
	11-15 years	10	12.8	12.8	83.3
	above 15 years	13	16.7	16.7	100.0
	Total	78	100.0	100.0	

(Source, Own Survey, 2022)

4.2.2.5: Position Summary of the Respondents

From the table below it can be observed that most of the respondents, 71(91%) are working in a non-managerial while the rest which accounts to 7(9%) working in different managerial positions in different departments.

TABLE 8: POSITION SUMMARIES

Variables		Frequency	Percent	Valid Percent	Cumulative Percent
Position	Managerial	7	9.0	9.0	9.0
	non managerial	71	91.0	91.0	100.0
	Total	78	100.0	100.0	

(Source, Own Survey, 2022)

4.2.3 Descriptive Statistics of dependent and independent variables

Descriptive statistics in the form of arithmetic means and standard deviations for the respondents were computed for all dimensions assessed by the study Survey.

4.2.3.1 Descriptive Analysis of causes of conflict

This part of the analysis will discuss the causes of conflicts that exist in the organization. To identify the major causes of conflicts that are included in the questionnaire, several researches and books have been referred. The wide range of source of conflict was a indeed a problem to choose from, however the researcher believes that the four causes are practical in the context of the country and the organization. Each question is analyzed in a table format to clearly establish a ground for identifying the root cause of the conflicts. All the four factors which are structural, personal, communication and rewards factors are discussed below.

4.2.3.1.2 Descriptive Statistics of Structural Factors

From the below results in table 8 shows that attribute, 'There is a goal conflict between my department and other departments' is the highest mean of 3.76 followed by attribute 'Other's responsibilities are passed to me because there is no clear line of responsibility' with 3.67 mean.

The other medium rated Structural Factors are ‘I’m uncertain about my role with mean value of 3.33, ‘I have little knowledge of other people’s job roles and responsibilities with mean value of 3.13, ‘There is no enough resource to perform my job with mean value of 3.12, I depend on another person to complete my responsibility with mean value 3.06, There is a goal conflict between me and my colleagues with mean value 2.86 and There is an underlining tension between my supervisor and me with mean value 2.74. Structural Factors has scored overall average mean and standard deviation of 2.7925 and 1.1108 respectively which indicates that the employees have perceived that the application of Structural Factors by Workplace Conflict in EACLFD is medium with more than average mean score. In case of a five point Likert Scale; the mean values can be categorized as: According to Best & Kahn (1977) as the mean value between 1 to 1.8 is “Very Low”, 1.81 – 2.6 is “Low”, 2.61 – 3.4 is “Medium”, 3.41 – 4.2 is “High” and above 4.2 is “Very high”.

Hence Structural Factors is leads to conflict at EACLFD at medium level as perceived by the respondents participated on the survey.

TABLE 9: DESCRBITIVE STATISTICS OF STRUCTURAL FACTORS

Structural Factors	N	Mean	Std. Deviation
I have little knowledge of other people’s job roles and responsibilities.	78	3.13	.903
There is no enough resource to perform my job.	78	3.12	1.269
There is a goal conflict between my department and other departments.	78	3.76	.793
There is a goal conflict between me and my colleagues.	78	2.86	1.276
I depend on another person to complete my responsibility.	78	3.06	1.073
There is an underlining tension between my supervisor and me.	78	2.74	1.549
Other’s responsibilities are passed to me because there is no clear line of responsibility.	78	3.67	.800
I’m uncertain about my role.	78	3.33	1.224
Valid N (listwise)	78		

(Source, Own Survey, 2022)

4.2.3.1.3 Descriptive Statistics of Personal Factors

TABLE 10: DESCRIPTIVE STATISTICS OF PERSONAL FACTORS

Personal Factors	N	Mean	Std. Deviation
My colleagues have different skill, ability and experience.	78	3.24	1.022
My colleagues have different personalities, attitudes and beliefs.	78	2.46	1.448
I believe I have high level of organizational citizenship.	78	3.27	1.245
I often disagree with my colleagues.	78	3.53	.879
I am usually calm, less hostile when dealing with co-workers.	78	2.77	1.044
I am open and eager to learn new experiences and new ideas.	78	2.83	1.253
I am sociable, and outgoing when the need arises.	78	3.62	.793
My colleagues are different from me in terms of age, cultural background, ethics and values.	78	3.12	1.269
I get harassed because of personal factors.	78	2.91	1.142
I was treated less favorably because of personal factors.	78	3.08	1.054
My personal problems affect my relation with coworkers.	78	3.63	1.094
I feel frustrated in work.	78	3.08	1.214
I am dissatisfied with the facility, rule and regulation the organization follow.	78	2.62	1.331
Valid N (listwise)	78		

(Source, Own Survey, 2022)

The respondents' perception of Personal Factor is also presented in table 10 which reveals three of the respondents have replied that highest mean Personal Factor in EACLFD is 'My personal problems affect my relation with coworkers with mean value of 3.63. The second Personal Factor practiced is 'I am sociable, and outgoing when the need arises with mean value of 3.62, the third

Personal Factor is ‘I often disagree with my colleagues with mean value of 3.53. Most of the rest attributes of Personal Factors have medium mean. Whereas, attribute ‘My colleagues have different personalities, attitudes and beliefs has lowest mean of 2.46. Overall assessment of Cause of conflict had a 3.0892 mean which indicates that Personal Factor is greater hindrance than Structural Factor in EACLFD.

4.2.3.1.4 Descriptive Statistics of Communication Factors

TABLE 11: DESCRIPTIVE STATISTICS OF COMMUNICATION FACTORS

Communication Factors	N	Mean	Std. Deviation
I often feel misunderstood by my colleagues.	78	3.82	.619
I don't have the ability to logically reason, to collaborate and network with others.	78	1.29	.791
I am often overloaded with information to the extent that I forget to deliver important information.	78	3.85	.560
I convey information regardless of the receiver's mood.	78	3.91	.563
I prefer to communicate in a selected medium since I feel less professional in using other channels of communication.	78	3.82	.619
My supervisor/coworkers fail to use sincere, clear, concise and kind words during communication.	78	3.68	.890
Valid N (listwise)	78		

(Source, Own Survey, 2022)

As above illustrated in table 11; ‘I convey information regardless of the receiver’s mood has been the most perceived Communicational Factor dimension by the respondents with mean of 3.91 which was followed by ‘I am often overloaded with information to the extent that I forget to deliver important information with mean value of 3.85. The third highly rated Communicational Factor dimensions are ‘I often feel misunderstood by my colleagues and I prefer to communicate in a selected medium since I feel less professional in using other channels of communication with the same mean value of 3.82. The fourth highly rated attribute is ‘My supervisor/coworkers fail to use sincere, clear, concise and kind words during communication with mean value 3.68. Whereas,

attribute ‘I don’t have the ability to logically reason, to collaborate and network with others has lowest mean of 1.29 and this implies the respondents disagreement. Communication Factor has scored overall average mean and standard deviation of 3.395 and 0.673 respectively which indicates that the employees have perceived that the application of Communication Factor to lead Conflict in EACLFD is high with more than average mean score. According to Best & Kahn (1977) as the mean value between 1 to 1.8 is “Very Low”, 1.81 – 2.6 is “Low”, 2.61 – 3.4 is “Medium”, 3.41 – 4.2 is “High” and above 4.2 is “Very high”.

4.2.3.1.5 Descriptive Statistics of Reward Factors

TABLE 12: DESCRIPTIVE STATISTICS OF REWARD FACTORS

Reward Factors	N	Mean	Std. Deviation
I feel unsatisfied with the reward system that the organization follows.	78	3.38	.983
I usually enter into argument with my manager as a result of reward system.	78	3.23	1.031
I don’t feel comfortable to work in harmony with those who receive unfair reward.	78	3.38	1.022
Valid N (listwise)	78		

(Source, Own Survey, 2022)

The respondents’ perception of Reward Factor under three dimensions is also presented in table 12 which reveals most of the respondents have replied that ‘I feel unsatisfied with the reward system that the organization follows and ‘I don’t feel comfortable to work in harmony with those who receive unfair reward are mostly happened in EACLFD with the same mean value of 3.38. The second Reward Factor happened is ‘I usually enter into argument with my manager as a result of reward system with mean value of 3.23. Overall assessment of Reward Factor had a 3.33 mean which indicates that Reward Factor is less cause of conflict than Communication Factor in EACLFD.

4.2.3.1.6 Descriptive Statistics of Workplace Conflict

This part of the study was analyzed the last objective of the study which is output of conflict in EACLFD.

TABLE 13: DESCRIPTIVE STATISTICS OF WORKPLACE CONFLICT

Workplace Conflicts	N	Mean	Std. Deviation
Decline in performance	78	3.10	1.052
Hostility towards colleagues	78	2.58	1.428
Decline in cooperation	78	2.86	1.041
Experiencing depression and lower job motivation	78	3.06	1.073
Considering a job change	78	2.74	1.549
Diversion of energy from work	78	3.67	.800
Developing health problem	78	3.33	1.224
Valid N (listwise)	78		

(Source, Own Survey, 2022)

As descriptive statistics for the outcomes of conflict reveals, a ‘diversion of energy from work is the major outcome of conflict in EACLFD with mean value 3.67. Most of the attributes of workplace conflict have medium mean value. Whereas, attribute ‘Hostility towards colleagues has the lowest mean of 2.58. The overall attributes had an average of 3.048. This gives an implication that the outcomes of conflict are not only dysfunctional but also constructive as well.

4.2.3.1.7 Summary of Descriptive Statistics on Dependent and Independent Variables

TABLE 14: SUMMARY OF OVERALL RESPONSE

Variables	N	Mean	Std. Deviation
SF	78	3.2083	.62017
PF	78	3.0750	.62480
CF	78	3.3996	.27040
RF	78	3.3333	.75210
WPC	78	3.0495	.79417
Valid N (listwise)	78		

(Source, Own Survey, 2022)

As the table 14 reveals the respondents perceive that Communication Factors with mean value of 3.39 is more causes of conflicts than Reward Factors, Structural Factors and Personal Factors with mean value of 3.33, 3.20 and 3.07 respectively at Ethio Agri Cft Lay bir Farm Development. With a-little-bit less than midpoint mean value of 3.04 for workplace conflict; the result indicates that there is conflict on workplace.

4.3 Relational Analysis

The study used Pearson correlation analysis to find out whether dependent variable that is workplace conflict is correlated with each independent variable which are Structural Factor, Personal Factor, Communication Factor and Reward Factor or not. Correlation (r) is a parametric technique which gives a measure of the strength of association between any two variables. Cohen (1988) has suggested the following guidelines: $r = 0.10$ to 0.29 is weak relationship; $r = 0.30$ to 0.49 is medium correlation and $r = 0.50$ to 1.0 is strong relationship among variables. If there is too much correlation, value greater than 0.9 , it means absolute correlation with significant value less than 0.05 and above -0.05 values are insignificant. “Pearson’s correlation is the ratio of the variance shared by two variables” (Cramer, 1998). Thus, the correlation analysis conducted to know the relationship between Causes of conflict and Workplace Conflict in selected EACLFD employees are shown in the below table and discussed in the paragraphs followed.

The correlation analysis undertaken here helps us to know the relationship between Causes of Conflict and Workplace Conflict.

TABLE 15: CORRELATIONS

		WPC	SF	RF	PF	CF
WPC	Pearson Correlation	1	.911**	.462**	.837**	.104
	Sig. (2-tailed)		.000	.000	.000	.365
	N	78	78	78	78	78
SF	Pearson Correlation	.911**	1	.448**	.853**	-.027
	Sig. (2-tailed)	.000		.000	.000	.815
	N	78	78	78	78	78
RF	Pearson Correlation	.462**	.448**	1	.469**	.106
	Sig. (2-tailed)	.000	.000		.000	.354
	N	78	78	78	78	78
PF	Pearson Correlation	.837**	.853**	.469**	1	.020

	Sig. (2-tailed)	.000	.000	.000		.865
	N	78	78	78	78	78
CF	Pearson Correlation	.104	-.027	.106	.020	1
	Sig. (2-tailed)	.365	.815	.354	.865	
	N	78	78	78	78	78

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed)

(Source, Own Survey, 2022)

As we can observe in the above table, it is possible to say that there exists strong relationship between Workplace Conflict and Structural Factor ($r = 0.911^{**}$, $p > 0.01$). This indicates that workplace conflict score of EACLFD correlated with SF score at 0.911. That is, workplace conflict score correlated with SF having positive and strong. This can be interpreted as workplace conflict score is correlated with SF in EACLFD employees positively associated with SF. The table above asserted that, it is possible to say that there is strong relationship between workplace conflict and RF ($r = 0.462^{**}$, $p > 0.01$). This indicates that workplace conflict EACLFD correlated with RF score at 0.462. That is, workplace conflict score correlated with RF positively and significantly. This can be interpreted as workplace conflict score positively associated with RF. There is also strong relationship between workplace conflict and PF ($r = 0.837^{**}$, $p > 0.01$). This indicates that workplace conflict correlated with PF score of 0.837 at EACLFD. This can be interpreted as workplace conflict positively associated PF. Table 14 also reveals that there were very weak positive correlation between CF and workplace conflict ($R = .365$ and $P = .104$) and this correlation is not significant as P is .104 which is greater than 0.05 at 95% confidence level.

When the results from the correlation-analysis are summarized; Structural Factor, Reward Factor, Personal Factor and Communication Factor have positive relationship with workplace conflict at EACLFD at different degree of strength as witnessed from table 14. Therefore, we can conclude that, there is sufficient evidence to accept the fact that workplace conflict is affected by conflict in EACLFD.

4.4 Regression Analysis

4.4.1 Assumption of Multiple Linear Regressions

4.4.1.1 Multi-Co linearity

According to Hawking (1983), Multi -co linearity refers to the existence of a perfect or exact linear relationship among some or all explanatory variables of a regression model. Checking collinearity problem with the assumption of tolerance and VIF statistics is important before regressing. Andy (2006) suggested that a tolerance value less than 0.1 almost certainly indicates a serious co-linearity problem. Liu (2010) also suggested that a VIF value greater than 10 there is also serious co-linearity problem. Therefore, the tolerance values of the independent variables of this research are 0.267, 0.760, 0.262 and 0.978 for Structural Factor, Reward Factor, Personal Factor and Communication Factor respectively. Likewise, the variance inflation factors (VIF) are 3.747, 1.315, 3.813 and 1.022 for Structural Factor, Reward Factor, Personal Factor and Communication Factor respectively. Based on the result, there was no co-linearity problem in factors affecting workplace conflict.

TABLE 16: COLLINEARITY

Model	Collinearity Statistics	
	Tolerance	VIF
1		
SF	.267	3.742
RF	.760	1.315
PF	.262	3.813
CF	.978	1.022

a. Dependent Variable: wpc
(Source, Own Survey, 2022)

4.4.1.2 Normality Test

The other important assumption in regression analysis is also that the dependent variable should be tested for normal distribution. Normality is used to describe a symmetrical, bell-shaped curve, which has the greatest frequency of scores around in the middle combined with smaller frequencies towards the extremes (Collis and Hussey, 2009; Pallant, 2005). At the same time, it provides indication about insights gap in the data and outliers while it gives idea about skewness or symmetry. The dependent variable in this case is workplace conflict. If the dependent variable is not normally distributed, there

is little point in performing regression analysis because a major assumption of the model is violated. Therefore, normality test computed for the dependent variable, in this case, depicted in the histogram figure below asserted for normal distribution.

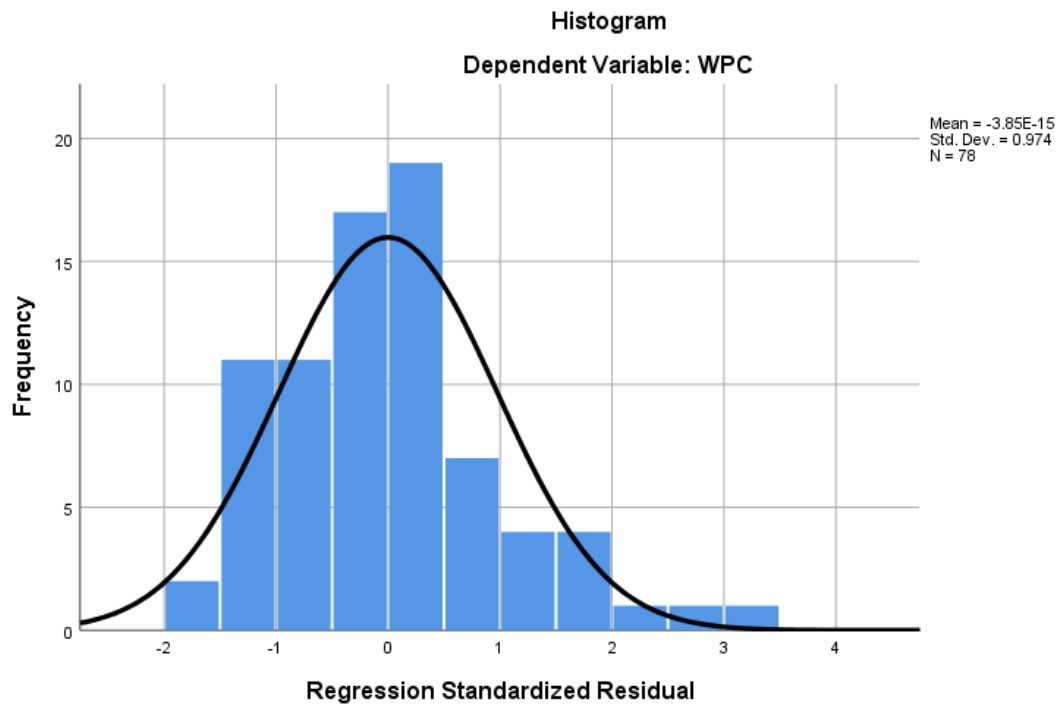


Figure 3: HISTOGRAM

(Source, Own Survey, 2022)

TABLE 17: SKEWNESS AND KURTOSIS

	Statistic	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
SF	78	-.050	.272	-1.088	.538
PF	78	-.057	.272	-1.131	.538
CF	78	.058	.272	.875	.538
RF	78	-.160	.272	.661	.538
Valid N (listwise)	78				

(Source, Own Survey, 2022)

The other checking mechanism to test the normal distribution of scores on the dependent variable i.e. employee's performance, in our case, is the kurtosis and skewness value which is computed by using SPSS. The normal acceptable distribution of symmetric has a zero skewness value. However, the standard error greater than 2 indicates a normality problem. Kurtosis on the other hand is a measure of the extent to which observation cluster around a central point. For a normal distribution the value of the kurtosis is zero. The information in table above shows that the coefficient of skewness is 0.272 and kurtosis is 0.538 not much far from zero. Thus for this research, the histogram and the ratio of skewness to kurtosis were checked and the result indicate that the study data is normally distributed over all independent and dependent variables.

4.4.1.3 Linearity test

This assumption requires the linear r/ship between dependent variable and independent-variables. This assumption can be checked from the regression analysis output as follows. As we can observe from figure 4.2; the r/ship between dependent-variable and independent-variables is linear.

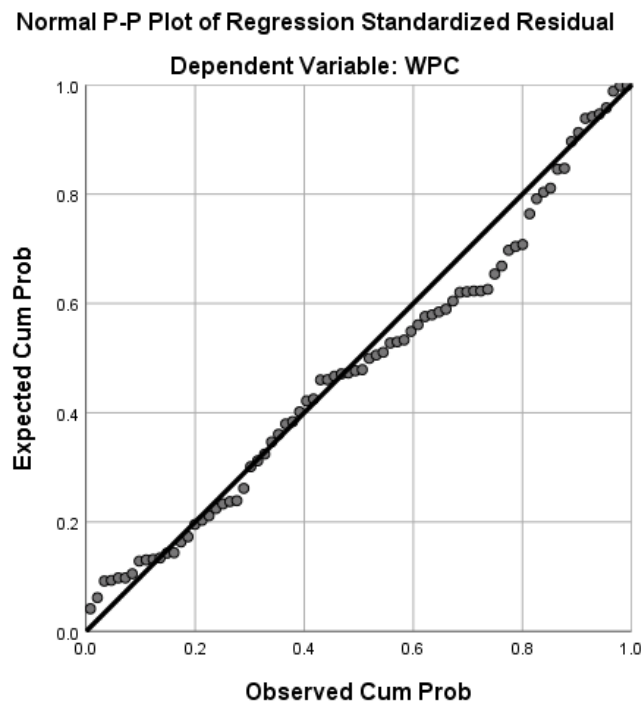


Figure 4: LINEARTY TEST CHART

(Source, Own Survey, 2022)

4.5 Multiple Linear Regression Analysis:

The Effect of causes of conflict on workplace conflict

One of the objectives of this paper was to examine the predictive power of Structural Factor, Reward Factor, Personal Factor and Communication Factor to workplace conflict in Ethio Agri Ceft Lay bir Farm Development. Multiple regression analysis is used to measure the statistical effect of each individual independent variable (i.e. Structural Factor, Reward Factor, Personal Factor and Communication Factor) on the dependent variable (workplace conflict). This measurement is made by referring the value of adjusted R² to explain the magnitude of the effect of the independent variable on the dependent variable. Thus, the model presents how much of the variance in workplace conflict is explained by the selected conflict factors: Structural Factors, Reward Factors, Personal Factors and Communication Factors. The equation of multiple regressions on this study is generally built on the set of variable, workplace conflict as dependent variable and Structural Factors, Reward Factors, Personal Factors and Communication Factors as independent variables of Conflict. When we see the below table 17 model summary of adjusted r square (R²) has the value 0.850(85%) this show that the predicator Structural Factors, Reward Factors, Personal Factors and Communication Factors affect workplace conflict by 85% the reast 15% of conflict affected by other factors.

TABLE 18: MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.926 ^a	.857	.850	.30796	.857	109.770	4	73	.000

a. Predictors: (Constant), RF, CF, SF, PF

b. Dependent Variable: WPC

(Source, Own Survey, 2022)

TABLE 19: ANALYSIS OF VARIANCE (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	41.641	4	10.410	109.770	.000 ^b
	Residual	6.923	73	.095		
	Total	48.564	77			

a. Dependent Variable: WPC

b. Predictors: (Constant), RF, CF, SF, PF

(Source, Own Survey, 2022)

The ANOVA summary table indicates whether the regression model is a good fit for the data used by the researcher. So as shown in table 4.4; the independent-variables (Structural Factors, Reward Factors, Personal Factors and Communication Factors) are statistically significant to predict the dependent variable (workplace conflict) with p-value of .000 which is < 0.05 . So the ANOVA table indicates that the model used is a good fit to suggest that workplace conflict can be significantly predicted from the scores of causes of conflict.

TABLE 20 : REGRATIONAL COFFICIENT

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-2.000	.484		-4.135	.000
SF	.943	.109	.737	8.619	.000
RF	.031	.054	.029	.576	.566
PF	.244	.110	.192	2.228	.029
CF	.344	.131	.117	2.619	.011

a. Dependent Variable: WPC

The regression coefficients explain the prediction impact of independent variables on the dependent-variable when considered individually. Accordingly as presented in table 20; Structural Factors can positively and significantly predict the variability of workplace conflict with p (.000) which is less than 0.05 and significant, and with standardized coefficient, Beta (.737). This suggests that one unit increase in Structural Factors leads to 73.7% increase in workplace conflict. Similarly, though the impact of Reward Factor on workplace conflict is insignificant with p (.566) which is >0.05 , it slightly positively affect workplace conflict with standardized coefficient, Beta (.029). This implies that one unit increase in Reward Factors leads to only 2.9% change or increase in workplace conflict. The third independent variable; the relationship between Personal Factors and workplace conflict is positive with significant effect as evidenced by P (.029) which is $<.05$ and is therefore significant with standardized coefficient, Beta (-.192). The last independent variable; Communication Factors can positively and significantly predict the variability of workplace conflict with p (.011) which is less than 0.05 and significant, and with standard coefficient, Beta (0.117). This suggests that one unit increase in Communication Factors leads to 11.7% increase in workplace conflict. Using individual variables` the regression analysis Equation will be;

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3$$

$$WPC = -2.00 + 0.737SF + 0.192PF + 0.117CF$$

Where: RF= Reward Factors

PF= Personal Factors

CF= Communication Factors

4.5 Discussion on Major Findings

This section summarized the core points and major findings which were obtained from data analysis of survey questionnaires: The numbers of male respondents in the sample population are higher (female 28.2%, male 71.8%). The largest group of the population comprises first-degree holders, which is 44.9% and 20.5% are master degree holders of the total respondents. Furthermore, 9 % of the respondents have below 1 years of experience whereas, 38.5 % of them have an experience of 6 years and above in EACLFD and these take majorities of respondents. CF has mean score of 3.3996 which is the highest among the other causes of conflict dimensions followed by RF which has mean

score of 3.3333. The third cause of conflicts, SF has mean score of 3.2083. And Personal Factors also has mean score of 3.0750. These indicate that, conflict is secured, the cause is common to lead conflict and it hinders working systems of the company. Mean score of WPC is 3.0495 which indicate that workplace conflict is increase from time to time. Pearson coefficients implies that the four causes of conflict / factors measuring workplace conflict showed positively related with workplace conflict within the range of 1 to 0.104, all were significant at $p < 0.00$ level except CF that it's $p > 0.05$. model summary of adjusted r square (R^2) has the value 0.850(85%) this show that the predicator Structural Factors, Reward Factors, Personal Factors and Communication Factors affect workplace conflict by 85% the reast 15% of conflict affected by other factors. And also, there is no multi co-linearity problem among all perceived causes of conflict variables which is asserted by tolerance values greater than 0.1 and VIF value less than 10.

Even though cause of conflict is hindrance for workplace in many dimensions, there is also some dimensions which have positive correlation with Ethio Agri Ceft Lay bir Farm Development employees. These traits had low mean score, negative correlation with WPC mean score and negative beta coefficient. . Among them, I don't have the ability to logically reason, to collaborate and network with others has mean score 1.29. This indicates that Ethio Agri Ceft Lay bir Farm Development employees have the ability to logically reason, to collaborate and network with others.

4.6 Chapter Summary

This research adapted four dimensions (SF, RF, PF and CF) by taking the EACLFD context. The conflict factors along with variables showed good and significantly correlations within the range of 1 to 0.104 coefficients to workplace conflict. Thus, all independent variables used i.e. SF, RF. PF and CF shows positive relation with the dependent variable. In addition, the result of multiple regression analysis of this research paper shows that SF is the most contributing conflict traits in the prediction of workplace conflict with unstandardized beta value of 0.737, RF, PF and CF consecutively contributed 0.029, 0.192 and 0.117 unstandardized beta value. The regression result of the model in General was able to explain a substantial amount of variance in WPC with $\text{Adj.}R^2 = .850$; $p < 1\%$.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5. Introduction

This chapter commences a review of the main objectives of the study and a summary of the results relating to them. Conclusions are drawn from the results obtained, limitations are highlighted and recommendations for further research and for the organization are provided.

5.1 Summary of main findings

The main objective of this study was to assess workplace conflict in Ethio agri ceft private company in lay bir farm development. To carry out this study descriptive statistics, correlation and regression analysis were employed using IBM SPSS 26 program package. To conduct this study, the following basic questions were developed.

1. What are the effects of structural factors on workplace conflict in EACLFD?
2. What are the effects of personal factors on workplace conflict in the organization?
3. What are the effects of communication factors on workplace conflict in the organization?
4. What are the effects of reward factors on workplace conflict in the organization?
5. What are the determinants of workplace conflict in the organization?

1.5 Objectives of the study were to address the basic and specific question of the research data were collected from EACLFD Employees using stratified simple random sampling technique. Out of 332 employees in the organization 84 were taken for the sample test and distributed a questionnaire in which 78 returned for valid entry. After conducting different investigations on the interesting variables it come up with the following major findings: CF has the highest mean score of 3.3996, which is the highest among all causes of conflict dimensions. Hence, Employees in EACLFD view their company functions are integrated with cause's conflict. The cause of conflict trait which is responded by respondents is RF which has a mean score of 3.3333. This result, likewise, indicates that most respondents perceived that reward in cause of conflict is hindrance. Another cause of conflict trait which is perceived by respondents is "SF "which has a mean score of 3.2083. Lastly,

cause of conflict trait which is perceived by respondents is “PF “which has a mean score of 3.0750. And, workplace conflict in EACLFD has a mean score of 3.0495, which is about below average slightly nearest to agree. The correlation result of the study showed SF is positively and significantly related to workplace conflict by ($r= 0.911$, $p=0.00$). RF of causes conflicts of EACLFD employees have a positive and significant relationship with workplace conflict by ($r= 0.462$, $p=0.00$). PF is positively and significantly related to workplace conflict by ($r= 0.837$, $p=0.00$). Though CF has positive relationship with workplace conflict; the relation is weak in EACLFD by ($r= 0.104$, $p=0.365$).

The regression analysis of the study using model 1 with four of the independent variables can explain 85% of the variations in workplace conflict in the EACLFD and the remaining 15 % of variance remain are explained by other factors. All these can be assured that the study objective is met. Even though cause of conflict is harmful for workplace conflict increase in many dimensions, there is also some dimensions which have negative correlation with EACLFD workplace conflict. These traits had low mean score, positive correlation with WPC mean score and negative beta coefficient. Among them, ‘I don’t have the ability to logically reason, to collaborate and network with others has mean score 1.29. These indicate that few of EACLFD employees have a communication problem in relation to collaborating and expressing thought.

5.2 Conclusion

The study has tried to assess workplace conflict in case of EACLFD; which was the researcher’s main objective. So based on the summary of major findings that resulted from the analysis of primary data collected from sample employees of the company and secondary data reviewed; the following conclusions were made which are hoped to answer the research questions. From the outputs and results of the analysis conducted it can be concluded that all of the four cause’s conflict are occurred in a mixed way but with different degree.

Since workplace is composed of peoples from diverse environment having different interest, values, opinion, personality and attitude, the existence of conflict is undeniable. The key elements in conflict seem to include: opposing interests between individuals or groups, recognition of such opposition, the belief by each side that the other will thwart (or has already thwarted) there interests, and actions that actually produce such thwarting. Handling workplace conflict is the most

challenging but very important task for management to create peaceful and harmonized work environment in the organization.

The study investigated causes of conflicts that existed in the organization, and their effects in the organization. As per the research's objective and from the collected and analyzed data concerning causes of conflict, that there is convincing evidence that the major cause identified by the study is indeed the causes of conflict in other organizations, but having different degree.

From the four major causes of conflict identified, 'communication factors' which incorporates misunderstanding, logical reasoning, information overload, wordings, channel of communication and clarity of communication appears to be the major cause of conflict followed by 'reward factors' which includes satisfaction level ,agreement with management on results and comfort level of relationship with workers after reward. Structural factors appeared to be the third favorite while the least chosen one is Personal factors. Concerning the outcomes of conflict Diversion of energy from work took the lions share while the others: Developing health problem, decline in cooperation and Experiencing depression and lower job motivation ranked accordingly. In general, I have concluded that four of independent variables are correlated with in mixed way, meaning when three of them correlated positively and significantly while one of the independent variable is correlate negatively and insignificantly to EACLFD workplace conflict. The study find out that the major causes of conflict are lack of resource and communication problem. Other important causes of conflicts in organization are: competition, lack of cooperation, different expectation and interdependence. It also shows that salary comparison is the item that generated least conflicts. And the study is relevant because from the above four indicators or variables three are achieved their hypothesis or goal, so the findings are relevant with the problems and it indicates the solution to the problems.

5.3 Recommendations

Based on the research finding and conclusions made, the researcher came up with some important recommendations which would help EACLFD on effectively managing causes of conflict that significantly contribute to the minimize of workplace conflict.. The recommendations given are the following:

As clearly shown in the research the organization suffers from communication related problems.

- The organization should set formal communication channel through which the right information is provided to the intended person only. This can be done clarifying what kind

of information is needed by which department and more specifically by which employee. This will highly minimize the unnecessary information load faced by the employees. All the necessary information may also be disseminated to the employees in timely manner to avoid any conflict that arises as a result of delayed information. Managers of the different department should encourage open communication policy to enable employees to get the right information at the right time. It should also be underlined the need to train employees in relation how and when to convey information. Furthermore trainings should also be delivered to encourage employees to use more communication channels as opposed to a single medium. Formal procedures should be set in place to guide employees as to what kind of channel of communication should be used in different scenarios. This will decrease the person channel dependency, helping them to explore more choices as one sends or receives messages.

As seen in the research, the reward system also created a grievance in the employees.

- There should be clear cut procedures for rewarding employees in the organization. Not only that the whole process of the reward system should be transparent. There should be forums where ambiguities are eared and clarified. The parameters of the reward system should be done in collaboration with the employee so that he/she knows exactly what is expected or rewarded. The reward provided should also have both internal and external equity. In order to reduce employee dissatisfaction on the reward system, the organization should develop several incentive schemes and every individual should get fair treatment.

General Recommendation

- Organizational conflict must not necessarily be reduced, suppressed, or eliminated, but managed to enhance organizational learning and effectiveness. To do so, managers in the organization should equip themselves with enough knowledge and skill to settle conflicts in a constructive manner that will increase the organization effectiveness. The imitative should not only come from mangers but the organization should equally help its mangers to get the proper knowledge by allocating budgets and facilitating the process. Human resources departments must take responsibility for training programs on conflict management that can help organization. Looking at organizations that have made conflict management a core competency, however, it is clear that top management must also be actively involved in

building openness into the organization's culture and modeling constructive conflict management.

To conclude conflict handling in the new paradigm calls for changes in other organizational processes, such as culture and leadership, which can support the organizational members' newly acquired skills of conflict management.

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APPENDIX A
DEBRE MARKOS UNIVERSITY
COLLEAGUE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT, MBA PROGRAM
Survey Questionnaire

Dear Respondent:

This questionnaire is prepared by a graduate student from Debre Markos University, for the purpose of understanding the “**Workplace conflicts**”. This questionnaire contains relevant questions that will serve as an input for the study. Please assist me in giving correct and complete information to present a representative finding on the current status of the factors causing workplace conflict in the organization.

Your genuine support in responding to the raised questions has paramount importance for the attainment of the study’s objectives. Furthermore, the information that you provide shall be kept strictly confidential.

Thank you in advance for your cooperation,

Melaku Alene

NB: The researcher can be found via a telephone on 0913586637 or anduamlakalene@gmail.com

General instruction

- There is no need to write your name or anything that discloses your personal identification.
- Close-ended questions are answered by placing a tick (✓) mark with in the box.
- The questionnaire contains **three** parts.

Part one: Respondent’s Profile

I. Indicate your choice by placing a tick (✓) mark with in the box.

1. Gender

☐ Male ☐ Female

2. Age

☐ 18-25 ☐ 26-35 ☐ 36-45 ☐ 46 and Above

3. Educational level

☐ Below Grade 12 ☐ High School Complete ☐ Certificate
☐ Diploma (level IV or V) ☐ Bachelor Degree ☐ Master's Degree ☐ PhD

4. Year of experience in the organization

☐ Below 1 year ☐ 1-5 years ☐ 6-10 years ☐ 11-15 years ☐ above 15 years

5. What is your position in the company?

☐ Managerial ☐ Non Managerial Please Specify _____

Part Two: Causes of Conflict

I. Place a tick (✓) mark in the appropriate box.

Use the following Keys to completed questions in this part.

1= **S**trongly **D**isagree 2= **D**isagree 3= **N**eutral 4= **A**gree 5= **S**trongly **A**gree

No.	Question items	Likert Scale				
		SDA	DA	N	A	SA
		1	2	3	4	5
	Structural Factors					
1	I have little knowledge of other people's job roles and responsibilities.					
2	There is no enough resource to perform my job.					
3	There is a goal conflict between my department and other departments.					

4	There is a goal conflict between me and my colleagues.					
5	I depend on another person to complete my responsibility.					
6	There is an underlining tension between my supervisor and me.					
7	Other's responsibilities are passed to me because there is no clear line of responsibility.					
8	I'm uncertain about my role.					
Personal Factors						
1	My colleagues have different skill, ability and experience.					
2	My colleagues have different personalities, attitudes and beliefs.					
3	I believe I have high level of organizational citizenship.					
4	I often disagree with my colleagues.					
5	I am usually calm, less hostile when dealing with co-workers.					
6	I am open and eager to learn new experiences and new ideas.					
7	I am sociable, and outgoing when the need arises.					
8	My colleagues are different from me in terms of age, cultural background, ethics and values.					
9	I get harassed because of personal factors.					
10	I was treated less favorably because of personal factors.					
11	My personal problems affect my relation with coworkers.					
12	I feel frustrated in work.					
13	I am dissatisfied with the facility, rule and regulation the organization follow.					
Communication Factors						
1	I often feel misunderstood by my colleagues.					
2	I don't have the ability to logically reason, to collaborate and					

	network with others.					
3	I am often overloaded with information to the extent that I forget to deliver important information.					
4	I convey information regardless of the receiver's mood.					
5	I prefer to communicate in a selected medium since I feel less professional in using other channels of communication.					
6	My supervisor/coworkers fail to use sincere, clear, concise and kind words during communication.					
Reward Factors						
1	I feel unsatisfied with the reward system that the organization follows.					
2	I usually enter into argument with my manager as a result of reward system.					
3	I don't feel comfortable to work in harmony with those who receive unfair reward.					

Part Three: Workplace Conflict

II. Place a tick (✓) mark in the appropriate box.

Use the following Keys to completed questions in this part.

1= **S**trongly **D**isagree 2=**D**isagree 3=**N**eutral 4=**A**gree 5=**S**trongly **A**gree

No.	Question items	Likert Scale				
		SDA	DA	N	A	SA
		1	2	3	4	5
	Workplace Conflict					
1	Decline in performance					
2	Hostility towards colleagues					

3	Decline in cooperation					
4	Experiencing depression and lower job motivation					
5	Considering a job change					
6	Diversion of energy from work					
7	Developing health problem					

Thank you for taking your valuable time to complete my survey.