ST.MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

ASSESSMENT OF INTERPERSONAL CONFLICT AND ITS MANAGEMENT IN PHARMACEUTICALS FUND AND SUPPLY AGENCY

BY

HIDAYA ABDULLAHI

JANUARY, 2016

ADDIS ABABA, ETHIOPIA

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LIST OF ACRONYMS AND OR ABBREVIATIONS

BPR……………………….Business Process Reengineering
EPHRMICOR………………..Ethiopian Pharmaceuticals and Medical Supplies Corporation
EFY………………………...Ethiopian Fiscal Year
FDRE………………………Federal Democratic Republic of Ethiopia
HR…………………………Human Resource
IC…………………………..Interpersonal Conflict
PFSA………………………Pharmaceuticals Fund Supply Agency
RDF………………………..Revolving Drug Fund

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ABSTRACT

Interpersonal conflict is one of the major types of organizational conflict and occurs at different levels in an organization. It can also spread rapidly among employees and its negative outcome has strong influence on the employees and organization if it is not properly managed. The purpose of this study is assessment of interpersonal conflict and its management in pharmaceuticals fund and supply agency's head office. This was carried out by investigating the perceived cause, type, outcome of interpersonal conflict and strategies used to managing it. The study employed descriptive research design. A sample of 210 were selected using systematic random sampling and was analyzed using both descriptive and inferential statistics. The finding reveal that interpersonal conflicts are occurring at the medium level and are based on both task and relationship conflict. Poor communication, role ambiguity, unfair treatment and personal character has been identified as the major causes of interpersonal conflict in the agency and has both positive and negative organizational outcome. Strategies that managers used to manage interpersonal conflicts were avoiding and competing. Similarly, the result indicated that interpersonal conflict management strategies and task conflict has a significant association with the organizational performance. Thus the study recommends that both managers and employees need to have the basics of interpersonal conflict management in order to minimize possible negative outcomes and increase the positive outcome by Building Corporation among employees and designing conflict management training program.

Keywords: *Interpersonal conflict, intrapersonal, intergroup, organizational conflict and conflict management.*

CHAPTER ONE

Introduction

This chapter starts with a background of the study and brief history of PFSA, followed by a problem statement and the research questions, and then the objective and significance of this study are presented. This chapter ends up with scope, limitation of the study and organization of the paper.

1.1. Background of the Study

Conflict is a common part of human interaction and occurs between people, group and in an organization or in any social setting. Because of wide range of potential differences among people, the absence of conflict usually implies the absence of meaningful interaction. Though, different authors argues that interpersonal conflict often feel unpleasant or even treating and can jeopardize goal achievement or relationships. However, it can also be managed to have positive effect if we better understand the source and nature of interpersonal conflict.

It is a process in which one party (person or group) perceives that its interests are being opposed or negatively affected by another party. This implies incompatible concerns among the people involved and includes a variety of conflict issues and events. (Mchane and Mary, 2008)

Conflict is inevitable in any organization where individuals and groups must interact to produce complex outputs or achieve their goal. Although conflict can often be destructive at other times it may stimulate, creativity, encourage flexibility and even be satisfying because it provides an interesting environment to work in (Skeran, 2004).

Unfortunately, the term conflict has only the connotation of bad for many people, they think principally in terms of suppression, giving little or no attention to its positive side. Hence, conflict between people in an organization can have both positive and negative effect positive effects with in each group, such as increased group cohesiveness, increased focus on task and increased loyalty to the group. However, negative consequences tend to develop mentality where by each sees the other team as enemy, becomes more hostile and decrease it communication with the other group (Nelson and James, 2000).

Interpersonal conflict is one major type of organizational conflict and it occurs between people. It is a result of people interacting with one another. The source of interpersonal conflict includes personal differences, poor channel of communication, role incompatibility, competition for scarce resources and differences in perception and also it can involve the same or different hierarchical levels or units (Rahim, 2002).Regarding staff relationships at workplace and their effect on organizational outcomes, interpersonal conflict has remained a major influencer (Ibid). Therefore, interpersonal conflict management has gained significant attention (Lee, 2008).

Understanding the dynamics of conflict enables the manager to assess at what stage a particular conflict episode is and apply the appropriate style so as to carefully manage the conflict (Sekran, 2004). If we understand and manage interpersonal conflicts effectively we can improve both the satisfaction and productivity of our social relationship (Fisher, 2000).

Interpersonal conflict is unavoidable part of any organization life since its environment has a number of distinctive features that may add up to the development of conflict situations, this includes the triadic relationship that exists between management , staff and customers, the speed of operation causing stress and pressure, the level of interdependence between departments is necessary and high in many situations to provide satisfactory service to its customers or public at large thus this will increase the tendency of interpersonal conflict occurrence.

The general objective behind this study was assessing interpersonal conflict and its management in PFSA. The finding from this study helps a lot in enhancing the understanding about the nature and source of interpersonal conflict and how to effectively manage it.

Pharmaceuticals Fund and supply Agency (PFSA) is established to supply quality assured essential pharmaceuticals in uninterrupted and sustainable manner at affordable price to all public health facilities. It is sole government procurement and distribution agent in the country using a newly introduce revolving drug fund (RDF). it was established during imperial regime in 1949, initially it was called central medical store corporation. Following the nationalization of private enterprises by the socialist Derg regime in 1978, The Company was re-established as Ethiopian Pharmaceuticals and Medical Supplies Corporation (EPHRMICOR). Until 1989 it has

remained to be the major importer and distributer of pharmaceutical, medical supplies and equipment. Afterwards, in 1994 it was reestablished once again by the council of Ministers of FDRE as one of fully state owned share company with the same business. Finally the latest and currently operating structure was established in September 2007 G.C as Pharmaceutical Fund Supply Agency (PFSA) with objectives of

- ✓ To enable public health institutions supply quality assured essential pharmaceuticals at affordable price in sustainable manner to the public;
- ✓ To play a complementary role in developmental efforts for health service expansion and strengthening by ensuring enhanced and sustainable supply of pharmaceuticals;
- ✓ To create enabling conditions for enhancing the accumulation of fund in its revolving and cost recovery process and thereby ensure the realization of the above objectives.

The Agency has a central office at Addis Ababa and eleven branches at Regions, namely Adama, Bahir Dar, Dire Dawa, Addis Ababa, Dessie, Gonder, Hawassa, Jimma, Mekelle, NegelleBorena, and Nekemte (i.e. Primary Hubs). Eight more branches (i.e. Secondary Hubs) are also under construction in order to realize access to all public health facilities within 160 km radius. The Agency has 380 Technical and 770 Administrative staffs both central and branch levels (PFSA, 2009).

Annual distribution of pharmaceuticals and medical supplies has been increased from 300 million in 2000 EFY to 8 billion in 2005 EFY. Pharmaceuticals Fund and Supply Agency's annual report has shown that during 2005 EFY Pharmaceuticals which worth 6.5 Billon Birr have been procured and distribution.

Addis Ababa head office is the largest which holds up to 40% of the total distribution of the Agency. It serves for all public and private Hospitals, clinics, Pharmacy, Drug store located at Addis Ababa and some part of Oromia and Amhara regional states.

1.2. Statement of the Problem

Due to the fact that the development of the country, the demand for quality pharmaceuticals are increasing at alarming rate which in turn requires efficient and effective utilization resources by the agency. Fully satisfying the need of public health facilities without interruption at affordable price and implementing effective revolving fund, which is contradictory to affordable price, is a very difficult task. And also very important for this country where most of people are dependent on public health facilities for health related cares thus any problem on the performance of the agency that causes interruption or lateness in some core pharmaceuticals will directly affect many people as well as the country as a whole.

In order to discharge its duties and responsibilities the agency should have efficient work process, good policy and procedure, healthy working environment, effective communication channel and above all committed staff. However, this could not be possible if interpersonal conflict is not managed at the right time to the best interest of the employees and the organization. As an organization the agency has a group of people with divergent personality, perceptions, value and educational background under the same goal and objective of the organization. Particularly, based on preliminary survey that was conducted in the agency there is a difference based on salary, compensation and befit, provision to training among different professional groups, thus this situation with other conflicting factors cause interpersonal conflict between individuals and groups and tends to result in adverse effect on the companies achievement of goal. Yet the management also seems unaware of the outcome of interpersonal conflict in the work place, mostly deals with the problem as a temporary event rather than diagnosing the root cause.

Different studies carried out by various researchers have also supported the increasing importance of interpersonal conflict management in organizations and were conducted in different countries namely USA, Kenya and Libya (Brockman, 2012 Elmagri, 2013 Eunice, 2011). However, As far as the researcher knowledge there were no study of interpersonal conflict and its management in Ethiopian Context. Thus there is a contextual gap and the

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researcher want to fill this gap by assessing interpersonal conflict and its management in pharmaceuticals fund and supply agency.

Therefore, the researcher believes this study would help the management to address the main causes, type, and outcome of interpersonal conflict and to apply appropriatemethod of interpersonal conflict management to improve the productivity and performance.

1.3.   Research Question

This research paper tries to answer the following questions.

1. How often does interpersonal conflict occur in the agency?
2. What is the main type of interpersonal conflict that is commonly observed in the agency?
3. What are the major causes of interpersonal conflict as perceived by the agency?
4. How does an interpersonal conflict management style is associated with the agency's interpersonal conflict outcome?
5. What are styles used for management of interpersonal conflict in the agency?

1.4.   Objectives of the Study

1.4.1.   General Objective

The general objective of this paper is to assess the interpersonal conflict and its management in Pharmaceuticals Fund and Supply Agency.

1.5.2. Specific Objectives

- To assess the frequency of interpersonal conflict occurrence in the agency
- To identify the type of interpersonal conflicts observed in the agency.
- To identify the major perceived causes that contributes to interpersonal conflict.
- To explore how interpersonal conflict management is associated with the agency's interpersonal conflict outcome.
- To discuss how interpersonal conflicts are managed in the agency

1.5. Significance of the Study

The significance studying Interpersonal conflict management originates from the importance of managing organizational conflict since conflict in an organization is inevitable and unavoidable which has a negative outcome to both individual and organization unless properly managed. In addition, (Robbins and Mathew, 1990) stated that conflict within the organization take up a lot of manager's time at all managerial level.

Specifically, the finding is expected to provide the following significance:

- It provides relevant feedback to the organization about conflict management in general and interpersonal conflict in particular in order to improve their future practice.

- It serves as a base for other researcher who would like to study the same or related issue in wider range.

1.6. Operational Definition of Key Terms

The following are regarded as the key terms and concepts for this study.

Conflict: is process that begins when one party perceives another party has or is about to negatively affect something that the first party cares about (Robbins, 2002).

Intrapersonal Conflict: is also known as intra-individual or intra-psychic conflict, occurs when an organizational member is required to perform certain task and roles that do not match his or her expertise, interest goals and values (Rahim, 2000).

Interpersonal conflict: Interpersonal conflict occurs between two or more people. It is a result of people interacting with one another. It can involve the same or different hierarchical levels or units (Ibid).

Intergroup conflict: is also known as interdepartmental conflict. It refers to conflict between two or more units or divisions department and groups within an organization, regarding, tasks, resources, information etc. (Ibid).

Conflict Management: It is a process whereby managers design plans, and implement policies and procedures to ensure that conflict situations are handled effectively(Robbins, 2002).

1.7. Scope of the Study

This study is limited to assess interpersonal conflict and its management of Pharmaceuticals Fund and Supply Agency which is located in North of Addis Ababa, Addis ketema Sub city. Thus, the researcher's study was delimited in Addis Ababa particularly headoffice because of time and money constraints it was too hard and out of the reach of the student researcher to include all branches. The study was also confined to assess the current interpersonal conflict management practice.

1.8. Limitation of the Study

The primary limitation for this study was the use of descriptive research method instead of casual/explanatory method. Therefore, it becomes difficult for the researcher to find out root cause and effect of interpersonal conflict in the agency. Hence, the study was based on the perceived cause of interpersonal conflict. Lack of published empirical data or study that was conducted on Interpersonal conflict in workplace was also the other constraint.

1.9. Organization of the Paper

The study was organized into five chapters. The first chapter deals with the problem and its approach, which contain background, objectives, statement of problem, significance, scope, limitation, and organization of the paper. The second chapterconcerned with reviewing of theoretical and empirical literature. The third chapter focus on research design and methodology, sample and sampling technique, sources and tools of data collection, procedures of data collection and method of data analysis .The fourth chapter treat the analysis of the data collected. The fourth chapterbrings to an end this study with summary, conclusion and recommendation

CHAPTER TWO

Review of Related Literature

This chapter demonstrates the review of the related literature. It includes the type, nature, and causes of conflict and its management. This paper mostly based on theoretical literature of organizational conflict however, interpersonal conflict and its cause are focused on empirical study.

2.1. Definition of Conflict and Conflict Management

2.1.1. Definition of Conflict

Conflict is a disagreement between two or more people or it can be between groups, departments, organization and countries etc. who perceive that they have incompatible concern. Conflict exists whenever an action of one party is perceived by another party as preventing or interfering with their goal or action (Cook and Phillip, 2001).

Conflict when it is properly managed leads to positive source of competitiveness and collaboration in a work place. On the other hand when conflicts are unmanaged can create division, low moral and chaos in the same environment (McDowell et al., 2007).

In line with this, there seems to be a common understanding among scholars of the area that conflict is of two major categories.

2.1.2. Conflict Management

Conflict managementrefers to the diagnostic processes, interpersonal styles, and negotiation strategiesthat are designed to avoid unnecessary conflict and reduce or resolve excessive conflict. The abilityto understand and correctly diagnose conflict is essential to managing it (Hellgel and Jhon , 2008).

2.2. Nature of conflict

A significant body of research on conflict indicates that conflict is not static and that it can be viewed as a dynamic process. Milton (1981) for instance, talks about conflict between two parties, individuals, groups or organizations as a process, which can be described and analyzed in terms of a sequence of conflict episodes. What different scholars trying to indicate by their assertions is that conflict cannot be identified as a specific phenomenon which starts and is perceived and felt at once. Conflict may already be there but parties may fail to perceive it, or feel it. Perhaps this may be because people fear the very mention of conflict or, they prefer to keep peace and continue to insist that there is no conflict.

Different scholars try to describe the nature of conflict in many ways. According to Singh (2000), conflict arises from disagreements over the goal to attain or the methods used accomplish these goal. Conflict is invisible in the organization and in every were sometimes the amount of conflict is substantial.

Consequently, it may be even more difficult to resolve conflict, but managers must find away. They try to resolve conflict either by direct participants or mediators between two or more of their employees. in either case knowledge and understanding of conflict and the method for resolving it are important.

The reality of working in organization is that conflict will appear whether this happens positively or negatively it depended on the nature on one's perspective on conflict. Those who hold a pluralist view believe that conflict between sub-groups within an organization are inevitable and lead to useful discussion and innovation and those who hold a unitary perspective believe organization's should be an integrated harmonious whole, one happy team (Jane, 2003). However, According to Skeran (2004) conflict by its nature can be either substantive or emotional.

2.3. Transition In View of Conflict

There has been different view in the thought of conflict and they are traditional, the human relation and interactionist view.

2.3.1. The Traditional View

The traditional view of conflict assumed that it was undesirable and led to negative outcomes like aggression , violence and hostility and should be avoided at all cost (Cook and Phillip, 2001).

The early approach viewed conflict as bad that leads to dysfunctional outcome resulting from poor communication, lack of openness and trust between people and the failure of managers to be responsive to the needs and aspiration of their employees (Robbins, 2001).If severe, conflicting thoughts, ideas and beliefs result in resentment, tension and anxiety then the psychological well-being of employees will be affected (Sudan and Naveen, 2004).

2.3.2. Human Relation /Behavioral view

The human relation position argued that conflict is natural and inevitable outcome in any groups and organizations. Therefore, it cannot be eliminated and there are also times when group's performance benefited from conflict (Robbins, 2001).

2.3.3. The Interactionist View

Conflicts in the organization can be positive. Creation and effective management of this conflict can lead to constructive problem solving, encourage people to work out there difference and participate in developing an ethical and fair organization (Sudan and Naveen, 2004).

The interactionist believes that conflict is not just positive force but it is absolutely necessary for a group to perform effectively (Robbins, 2001).

2.4.   Stage of Conflict: Pond's Model of Organizational Conflict

Most of authors agreed that the process of conflict occur in five stages. These are latent conflict, perceived, felt, and manifest and conflict aftermath.

The first phase, which is referred to as the latent conflict is characteristics of a situation in which communication, structure and personal variables, can lead to conflict (George et al. 2005). This phase is the period when the aspirations or goals of one party are blocked causing tension, anxiety and frustration (Greenberg and Baron, 1997).

Robbins (2002) asserts that the parties to conflict must perceive that there is conflict. If no one is aware of it then it is generally agreed that no conflict exists. The second phase of the conflict is what is called the perceived conflict. However, because a conflict is perceived does not mean that it is personalized. In other words, "Amay be aware that B and A are in serious disagreement but it may not make A tense or anxious, and it may have no effect whatsoever on A's affection toward B" (Ibid). On the other hand Tosi et al. (1994) stated that those who perceive conflict tend to develop feeling of insecurity, mistrust and of being treated unfairly and will be worrying about their ability to cope with the difficulty.

The third stage is Felt conflict and it is at this stage individuals become emotionally involved, that parties experience anxiety, tension, frustration, or hostility. This is the place in the process where the parties decide what the conflict is about. And, in turn, this "sense making" is critical because the way a conflict is defined goes a long way toward establishing the sort of outcomes that might settle it (Robbins, 2002).

In the fourth stage there comes to conflict manifestation and during this phase people act according to their perception. In some cases where the conflict is seen as counter-productive to both parties, the parties concerned may appeal to their good will or problem solving (Tosi et al. 1994). These are responses of people who are aware of their differences and who try to act upon them. Ultimately, parties concerned will realize that there is a need for conflict resolution (Ivancevih and Matteson, 1996).

The conflict aftermath is described as the consequences of conflict resolution method employed, which will affect the future relation of parties. The nature of such relation is most of the time is determined by strategies or styles used in managing the conflict situation. The key question is whether the parties are drawn into more cooperation or driven further apart by the conflict. Conflict resolution can at times lead to good feelings and harmony as in the case when a new policy or procedure is developed that clarifies the relationship between parties and minimizes future conflicts(Tosi et al., 1994).

Robbins (2002) sees it as conflict out come and these outcomes may be functional in that the conflict result in an improvement in the group's performance or dysfunctional in that it hinders group performance.

2.5. Outcome of Conflict

2.5.1. Functional Conflict

According to Robbins (2001), functional conflict supports the goals of the group and improves its performance. He tries to relate functional conflict with task and process conflict. Task conflict relates to the content and goal of the work and process conflict relates to how the work gets done. To be productive process conflict must be kept low and also a low to moderate level of task conflict demonstrate consistent positive effect on group performance because it stimulates discussion of ideas that help group perform better.

2.5.2. Dysfunctional Conflict

Try to state dysfunctional conflict are unhealthy, destructive disagreement between two or more people. The danger it has is that is focuses or conflict itself and parties involved rather than focusing on the work to be done. For recognizing the key origin of dysfunctional conflict is often emotional or behavioral (Nelson and James, 2000).

Different scholars define conflict in different way but all of them agree that conflict is inevitable, then it can be managed to get a positive result. Therefore, to manage a conflict one must first be able to identify the type andcauses of conflict and select methods that will reduce or resolve the conflict.

2.6. Types of Conflict

Conflict can be classified on many bases hence there are many types of it. Thedifferent forms of organizational conflict are briefly discussed below along with the extended types.

2.6.1. According to Analyzed level

Organizational conflict can also be classified by its parties intrapersonal, Interpersonal interdepartmental and Inter-organizational and each of this can be substantive or emotional. The first three are considered as internal while the forth is external (Elmagri, 2013).

In next paragraph the distinction between each type will be discussed in detail.

2.6.1.1. Intrapersonal Conflict: Intrapersonal conflict arises when tension is experienced with in the individual when he or she has to choose from two or more unpleasant choices (Skeran, 2004). Intrapersonal conflict occurs within the individual influencing his physical and psychological health and adjustment with the environment and further classified as frustration, role and goal conflict (Dwivedi, 2001).

Intrapersonal conflict can exist mainly in three forms. First, the approach – approach conflict, where a person is attracted to two, or more options, but has to choose one. In avoidance-avoidance conflict, one is faced with two, or more undesirable options, but one must be chosen. The third one, known as the approach-avoidance option, requires one to consider an option with both attractive and unpleasant aspects (Thompson, 1998).

2.6.2.2. Interpersonal Conflict: Interpersonal conflict arises when two or more interdependent individuals perceive an interference with the means to a goal or an interest proceeded by some form of interaction (Brockman, 2012). An interpersonal conflict may be simply described as a clash between two individuals who are unwilling or unable to fulfill the expectations of each other (Kellermann, 1996) and can also involve persons belonging to the same group or different groups (Nastase, 2007). It is most common and prevalent among all types of organizational conflict and its negative effect will have a stronger outcome than the positive effects unless it is managed properly (Elmagri, 2013).

The main causes of interpersonal conflict are individual differences; the limitation of resources; lack of communication; role incompatibility and work stress (Ibid). As the study focus on Interpersonal conflict management, this and other causes will be discussed in detail later in this chapter.

2.6.1.3. Intergroup Conflict: Intergroup conflict could occur between or among groups, teams or department (Skeran, 2004). It refers to conflict between two or more units, divisions, departments or groups within an organization, regarding,tasks, resources, information and so on (Rahim, 2002).

2.6.1.4. Inter-organizational Conflict: Inter-organizational conflict involves competition among firms in the same industry, operating in the same market, between suppliers and manufactures or between a company and a government regulatory agency (Skeran, 2004). It may arise as a result of limited availability of markets for investment, the size of these markets, the nature of structures' of supply and demand and prices (Elmagri, 2013).

2.6.2. According the sources of the conflict

2.6.2.1. Substantives Conflict: Substantive conflict involves fundamental difference over goals and how they are accomplished. Disagreement over resource allocation, policies and procedures, task assignments, rewards and the like are substantive (Skeran, 2004). It emerges when organizational members disagree on their tasks or job content issues. It was also called as task conflict Pelled et al. (1999) define is as a situation in which group members disagree about task issues; like goals, key decision areas, procedures and the appropriate choice for actions.

2.6.2.2. Emotional Conflict: emotional conflict arises from feeling of resentment, fear, anger, anxiety about one's own position and the like (Skeran 2004). It was also named as relationship conflict and as Affective conflict Pelled et al. (1999) defined it as a situation where members in a group have interpersonal clashes which is characterized by anger,

frustration and other negative feelings. While according to Schermerhorn et al. (2002) it includes interpersonal problems that arise over feeling of anger, mistrust, dislike, fear, resentment and the like. This type of conflict is negatively associated with affective reactions, and has a positive relation with turn over intentions. It decreases employees' satisfaction and psychological well-being.

2.7. Cause of Organizational Conflict

Organizational conflict has many roots, and there are many theories that try to explain these origins, some of major causes of conflict are as follows.

Communication

The potential for conflict increases when too little or too much communication takes place and relates to those contradictory forces which then from sematic problems, insufficient exchange of information, misunderstanding and noise. Furthermore fire channel selected for communication can also have influence on stimulating opposition (Robins, 2001).

Values

Values are the beliefs we have about what is important, what distinguishes right from wrong and good from evil, and what principles should govern how we lead our lives. When a conflict is defined or experienced as an issue of values, it becomes more charged and intractable. Because people define themselves in part by their core beliefs, when they believe these values are under attack, they feel they are being attacked. Similarly, it is hard for people to compromise when core beliefs are in play, because they feel they are compromising themselves or their integrity (Ibid).

Structure

Size and specialization act as forces to stimulate can first. The larger the group and the more specialized its activity the greater the likely hood of conflict leadership styles, record system and level of dependence too are fund to create conflict (Ibid).

Power

Power occurs when each party wishes to maintain or maximize the amount of influence that it exerts in the relationship and the social setting. Also Power conflicts can occur between individuals, between groups or between nations, whenever one or both parties choose to take a power approach to the relationship. Power also enters into all conflict since the parties are attempting to control each other (Fisher, 2000).

Personal Variables

Personal variable is individual value system that each person has and the personality characteristics accounts for individual difference. Individuals who are highly authoritarian and dogmatic and word demonstrate low esteem lead to potential conflict. Likewise value differences account of involvement of prejudices and disagreements associates with them and are important sources for creating the potential for conflict (Robins, 2001). Differentiation, by its very nature creates a "them" versus "us" mentality. The historical conflict between labor-management conflict have little to do with the inherent personality of union members or managers (Robbins and Mathew, 2009).

Motivational Factors

Motivation is definitely an individually phenomenon and force is no group mind groups cannot feel see fear or hate however, individuals can be change by group pressures and thus, their motivation can be change by in group situations towards conformity. Therefore, are group of individual with reasonably common motivation, may be in conflict with another (Dwived, 2002).

Insufficient Shared Resources

Most organizations operate with a finite amount of money, personnel, an equipment. As parties complete for their share of organizational pie, conflict often results. If one party receives more power, higher status, better work assignments or more material recoveries, the remaining parties often get loss thus, this result in dysfunctional conflict (Cook and Phillip, 2001) and according to Fisher (2000), each party wants to get the most that it can, and the behavior and emotions of each party are directed toward maximizing its gain. The potential for conflict increases further if unit

members perceive that their individual needs cannot be met from the available resource pool when other units need are satisfied (Robbins and Mathew, 2009).

Cultural Factors

Cultural conflict represents dysfunctional elements causing intense conflict. Conflict does not merely arise from differences in human needs, personality's social structure and relationships inside and outside the organization but also from difference in the cultural background of people (Ibid).

2.8. Approaches (strategies) for Conflict Management

As Turkalj (2008) stated the success of the organization depends on the ability of conflict recognition and conflict management. Conflict management implies integration of all factors which can contribute to conflict resolution or its prevention. Those factors are improvement of communication and practicing discipline in the organization. Moreover, it is generally known that conflict represents the most severe test of manager's interpersonal skills. Five most important approaches to interpersonal conflict management explained by different authors and researchers are:

Dominance

It occur when the cooperation is extremely low, and the persistence in satisfying of personal interests high. By this strategy conflict is resolved in a way to satisfy the needs of one party damaging the other party involved in the conflict (Ibid). It is also known as competing concerned with win-lose situation of forcing behavior in order to win one's position (Rahim, 2002).

Integration

Integrating also known as problem solving involves collaboration between the parties that are willing to reach a mutual and acceptable solution through openness, exchange of information, examination and exploration of differences for arriving to a constructive solution that goes far

beyond personal and limited visions of the problem (Ibid). Cooperation is high, as well as the persistence in satisfying of one's own needs, so there is to be sought for the appropriate solution for all parties involved in the conflict

Compromise

Hear there is no clear winner or loser. Rather there is a willingness to ration the object of the conflict and accept a solution that provides incomplete satisfaction of both parties' concerns (Robbins and Timothy, 2012). There is an equal wish for medium level of cooperation and persistence in satisfying of one's personal needs, so the conflict is resolved so that each party involved in conflict gives up the part of the value (Turkalj, 2008).

Avoiding

It is when the cooperation as well as persistence in satisfying of one's personal needs is very low. In that case the conflict resolution will be solved by withdrawal or repression of conflict (Ibid). A person may recognize a conflict exists and want to withdraw from or suppress it. For example you may try to ignore a conflict and avoid others with whom you disagree (Robbins and Timothy, 2012)

Accommodating

As suggested by Rahim (2002) it is also known as obliging and takes the form of selfless generosity, charity, or obedience to the party's order. An obliging person can be defined as a "conflict absorber" terms describing a reaction of low hostility or even friendliness to a perceived hostile act.The readiness for cooperation is extremely high, and the conflict is resolved by putting the other party's interests before its own (Turkalj, 2008).
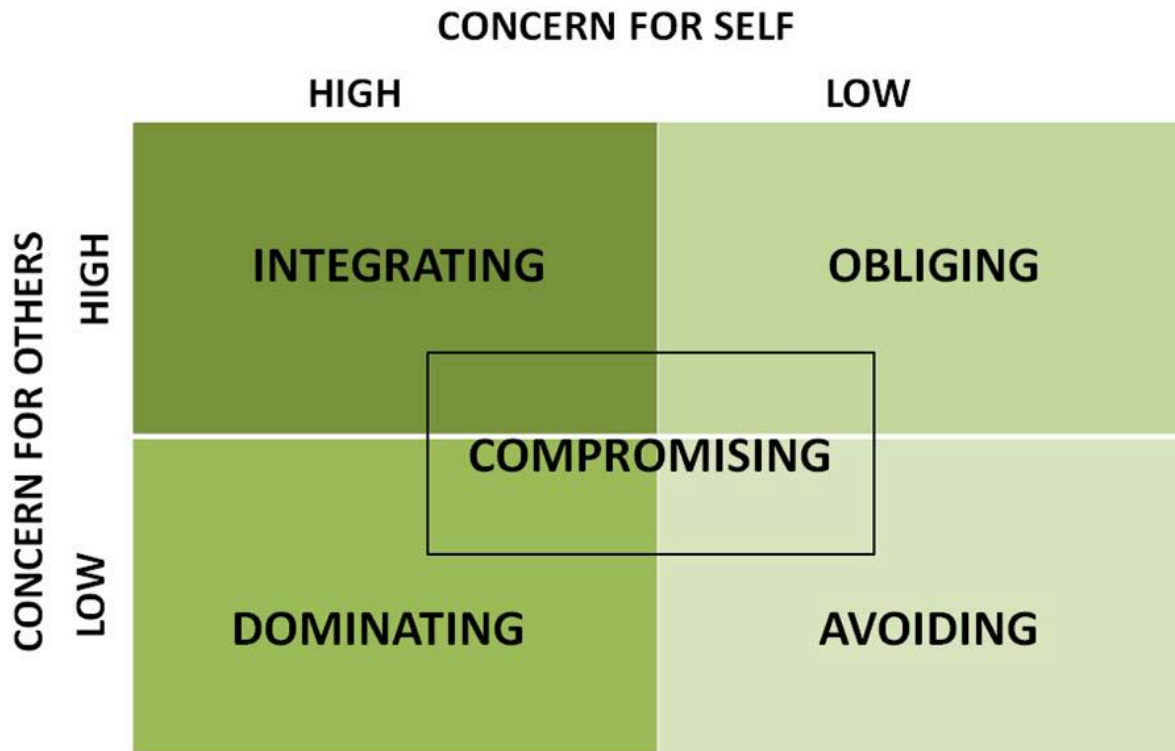
Figure 2.1: Five styles of handling interpersonal conflict. Source adapted from Rahim (2002). Towards managing organizational conflict.

However Besides this five important approaches or styles of conflict management different authors explained about various approaches to conflict management and are described below.

Hierarchical Decision Making

Hierarchical decision-making sometimes called appeal to chance such as tossing a com can be made to resolve conflict by compelling the looser party to withdraw from the situation. This has been a traditionally widely used technique for managing conflict. The decision made by the superior holding formal positional authority over conflicting subordinates, who can not reach a mutually agreeable solution, are likely to be accepted, although there may not still emerge an agreement between them. Moreover, it is merely resolves the apparent conflict without mitigating its source (Dwivedi, 2001).

Altering the Human Variable

This method tires to change group members' behavior. This method focuses on the cause or causes of conflict on the attitude of the people involved. This method is certainly difficult while its centers on causes of conflict (Sudan and Naveen, 2004).

Altering the Structural Variable

This involves changing the formal structure of the organization structure refers to the fixed relationships among the jobs of the organization and includes the design of jobs and departments. This method involves such thing as transforming, exchanging or rotating members of the groups or shaping a coordinator, liaison, or go, between who keeps groups communicating with one another (Ibid).

Appeal Procedure

One of the recent developments in an appeal procedure is the use of ombudsman to facilitate the management of conflict. The on buds man investigates the issue but has no authority to make decision. His rode consists of providing information to remove misunderstanding and resolving grievances by giving individual attention to the alienated person. This technique seems highly promising for resolution of conflicts (Dwived, 2001).

2.9. Stimulating Conflict in Organization

The whole notion of stimulating conflict is difficult to accept because conflict traditionally has negative connotation. There is evidence, however, that in some situations, an increase in conflict actually improves performance. Management can stimulate conflict in the following ways or techniques.

Bring New Individuals into an Existing Situation.

Thoughtful questions and comments from newcomers or outsiders may provide a different, fresh perspective. They may encourage long-time team members to remove their blinders and think of new ways of doing things (Verma, 1998).

Introduce Programs Designed to Increase Competition.

A manager may introduce competition to encourage task managers to accomplish their work packages ahead of schedule and under budget without compromising quality. Managers must also understand the difference between competition and conflict in order to get positive results. Competition may cause a conflict among task managers as they try to win against each other but overall organizational output will probably increase (Ibid).

Restructure the Project Organization.

The project organization structure may have to be changed to suit the circumstances. New reporting relationships may create uncertainty, but they may also motivate project participants to discover innovative and creative ways to get work done (Ibid). According to Robbins and Coulter (1996), this method involves altering or creating changes in the structural variables in order to disrupt the status quo and ultimately increase conflict levels.

Introduce Programmed Conflict.

Programmed conflict is conflict that is deliberately and systematically created even when no real differences appear to exist. It raises different views and opinions regardless of manager's personal feelings (Ivancevich and Matteson 1996).

Use of Communication

Robbins (1997) states that communication can stimulate conflict by drawing attention to differences of opinion, which individuals did not previously recognize. When these differences are overtly, parties are forced to confront conflict.

Changing the Organization's Culture

Managers must convey to subordinates the message supported by action, that conflict has a legitimate place in the organization. It would be very difficult for a manager to use the stimulating techniques already identified in an organizational culture, which does not tolerate individual (Ibid).

2.10. Empirical findings on Interpersonal Conflict and its Cause

Interpersonal conflict can be regarded as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other (Henry, 2009). Also known as dyadic conflict refers to conflict between two or more interacting individuals, as manifestation of incompatibility, disagreement or differences between the parties involved in a conflict. It can involve the same or different hierarchical levels or units (Rahim, 2002). It is also most common and prevalent among all types of organizational conflict (Elmagri, 2013).

Interpersonal conflict can be seen as a constructive force and in certain circumstances it can be welcomed or even encouraged. For example, it can be seen as an aid to incremental improvement in hospitality organization design and functioning, and to the decision-making process (Eunice et.al. 2015). Interpersonal conflict can be an agent for evolution, and for internal and external change. Properly identified and handled, it can help to minimize the destructive influences of the win–lose situation (Ibid). Pondy (1992) also stated that the absence of interpersonal conflict may indicate autocracy, uniformity, stagnation, and mental fixity; the presence of interpersonal conflict may be indicative of democracy, diversity, growth, and self-actualization.

Interpersonal conflict is a serious problem to many people because it deeply affects a person's emotions (Elmagri and Eaton, 2011). Moreover, this type of conflict can spread rapidly among individuals within organizations and its negative outcome has a strong influence on the parties involved in the conflict if it is not controlled (Ibid).

In any organization, there are many causes of conflicts; however,Conflicts between individuals may result from role-related pressures. Conflicts would arise between individuals and groups if the goals were not specified for individuals within a group (Duke 1999). Additionally, according to different researchers, there are numerous origins of interpersonal conflict.

Swailem (2000) argues that the main factors causing interpersonal conflict are individual differences unfair treatment, role ambiguity and role incompatibility. Luthans (2008) however adds lack of communication , work stress. Abdulmotalleb (2003) also finds that the limitation of

resource, role ambiguity and lack of communication are the main factor causing interpersonal conflict. Thus, Maher (2004) summarizes the main causes of interpersonal conflict as individual differences, unfair treatment, role ambiguity, role incompatibility, treats to the status, lack of communication and limitation of resource. In general, there are six major sources.

1. Individual Differences

Individual difference means that everyone has unique background because no one has the same family tradition, education, culture, intelligence, ability, motivation, perceptions, attitudes, personality and values (Luthans, 2008). Disagreement steaming from individual differences often become highly emotional and takes on moral overtones (Ibid).

2. Role Ambiguity

Occurs when an individual does not have adequate information on the nature of work required in the organization or when there is lack of defined responsibilities (Ibid). Role ambiguity occurs due to lack of proper job description or lack of understanding of the nature of the work (Maher, 2004).

3. Role Incompatibility

People living in today's society usually perform several roles at the sometime. An individual may be an employee of an organization at the same time he or she may be a spouse or parent. Consequently each group expects the person to achieve specific goal and these goals may be incompatible and may raise interpersonal conflict (Elmagri, 2013). Therefore it can be stated that interpersonal conflict may occur when an individual performs more than one concurrent role.

4. Lack of Communication:

Communication with in any organization includes all the methods used by managers and employees for exchange of information. One study found that managers spend more than 78% of their working time on communication (Elmagri, 2013). The majority of what looks like interpersonal conflict is actually communication breakdown. Communication, if not attended to with care, is as likely to fail as to succeed. And when it does, a listener's incorrect inferences about a speaker's intent often create inter- personal conflict. Abdulmotalleb (2003) suggests in

his study that work team managers learn the skill of effective listening and find an appropriate climate to promote open communication in order to reduce conflict.

5. Limitation to Resources

In many work situations, we are obliged to share resources, the scarcer the resource the greater potential for conflict (Salleh et.al. 2012). Resources in an organization usually includes money, supplies, space, materials equipment that are important for everyone thus employees compete for these scarce resources and this causes conflict between them. Study found that competition for limited resource often leads to negative conflict (Elmagri, 2013).

6. Unfair Treatment

Some organizations have a strong status difference between managers and non- managers. For instance managers could have flexible schedules, allowed personal telephone calls at work and have longer lunch hours which are not available to other employees. This usually leads to resentment and conflict between employees (Swailem, 2000).And also employees who feel they have been treated unfairly are more likely to withdraw and engage in counterproductive work behavior which intern generates conflict (Elmagre, 2013).

2.11. Conceptual model for Interpersonal conflict

This conceptual model includes the type, causes, and outcome interpersonal conflict.
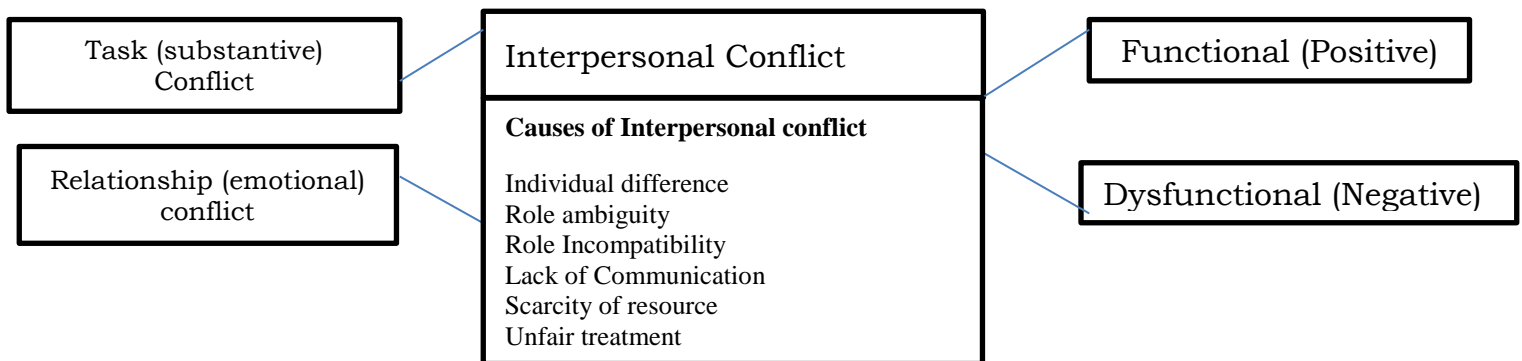
Source: Own Construction

Figure 2.2: Conceptual Model

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CHAPTER THREE

Research Design and Methodology

As Saunders et al. (2009) stated that research methodology is something people undertake in order to find out things in a systematic way thereby increasing their knowledge. So that in order to solve problem or answer the research questions an appropriate methodology should be designed, in order to show how research questions will be answered in most rigorous method. Thus, this chapter includes the research design, sources and tools of gathering data, population and sampling techniques,procedure of data collection, methods of data analysis and ethical issues.

Research Design

To carry out this study descriptive research method were used since the aim of this study is to assess and describe the situation in the organization. Descriptive research used to describe characteristics of objects, people, groups, organization or environments and it aims to describe the state of affairs as it exists (Ibid). Then this study describes and critically assesses the source, nature of interpersonal conflict and how it being managed in PFSA. The core aspect of the study was also the use of cross sectional survey in generating the required primary data this helps to easily understand and interpret the data in a snap shot. Besides obtaining information from a cross-section of a population at a single point in time is a reasonable strategy for pursuing many descriptive researches (Ruane, 2006).

The study uses quantitative approach to identify and discuss the nature and source of interpersonal conflict as well as to investigate the interpersonal conflict management strategies used in PFSA using structured questionnaire.Qualitative approach on the other hand using semi-structured interview helps the researcher to know about the opinion and attitude of interpersonal conflict, its outcome and how it is being managedin PFSA. The reason for using a mixed method of qualitative and quantitative approach was to have a greater confidence that all important issues about the study are addressed.

Source of Data

The study was only based on primary source data in order to get first-hand information and address issues specific to the study. Even if obtaining can be expensive and time consuming, it was gathered through structured questionnaires and semi structured interview.

Data Gathering Tool

The most relevant technique for gathering data in this research paper was structured questionnaire and semi-structured interview. The questionnaires were distributed to employees whereas the key informantinterview was conducted to human resource manager. The structure of the questionnaire was clear, easy to understand and straightforward to ensure that the respondents are able to answer the questions with no difficulty and pilot study was also conducted in order to validate the questionnaire. The reasons for using questionnaire was in order to save time and get easily accessible information that are easily explained and understood and the Semi-structured interviewalso helps to elaborate, relate and support on the result of a questionnaire.

The questionnaire was distributed in one day and it has beengathered and collected after three days. Because it was difficult to ask employees to fill the questionnaire with in 15 or 30 minute break time, such technique provides enough time for respondents to respond properly by analyzing each and every question.

Sampling size and Sampling technique

The study focuses on Pharmaceuticals Fund and Supply Agency's head office which was located in Addis Ababa. Since the total number of employees in head office was 440. All workers at ahead office who completed their probation period and those employees who were on leave or field activities during the data collection period were excluded. According to the formula below among all the employees a sample of 210 were taken assuming 5% of precision and 95% of confidence level. In order to compensate for non-response a total of 221 questionnaires were distributed and 95% (210) questionnaires were appropriately filed and returned.

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

n= $\dfrac{440}{1+440(0.05)^2}$

n= <u>209.5</u>

n=210 +5%

n=221

Where,

n is the sample size

N is the population size, and

e is the level of precision.

The Sample for the study was selected using systematic random sampling. Thus researcher takes a list of employees from HR department by selecting the first unit randomly the remaining units was selected at affixed interval or at every n[th].

Procedure of Data Collection

Data collection procedure incudes structured questionnaire and semi structured interview. Half of the structured questionnaire was translated to Amharic since it was difficult for some of the employees to communicate in English thus, the translated Amharic version of the questionnaire was translated back to English by experts to compare with the original English version and correct if there is any inconsistency. However the other half was distributed as it is to English literate employees.

The head office Human resource manager was communicated a head of time for his consent and to be prepared in advance. Specific list of interview questions along with probes for further discussion was also prepared ahead of time.

Method of Data Analysis

According to Saunders et al. (2009) data analysis is the application of reasoning to understand the data that have been gathered. Analysis, particularly in case of survey or experimental data, involves estimating the values of unknown parameters of the population and testing of hypotheses for drawing inferences. Descriptive analysis is largely the study of distributions of one variable. Thus, since the aim of this study was to assess the interpersonal conflict the method that the researcher uses to analyze and interpret data was descriptive statistic and inferential statistic tool. Particularly percentage, frequency distribution and Chi-square (association) were used with the help of SPSS software version 20.

Ethical Considerations

In order to keep the confidentiality of the data given by respondents, the respondents were not required to write their name and assured that their responses will be treated in strict confidentiality. The purpose of the study was disclosed in the introductory part of the questionnaire. The questionnaires were distributed only to voluntary participants. Furthermore, the researcher tried to avoid misleading or deceptive statements in the questionnaire.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter deals with presentation interpretation and analysis of data, which was collected from Human resource manager and employees through structured questionnaire and Semi-structured interviews. The recorded response that was obtained from the interview was analyzed and interpreted,together with findings that was obtained from the responses of a questionnaire

4.1.Socio-demographic Variables of respondents

Questionnaires were distributed to 221employees of PFSA's head office. From 221 questionnaires distributed 210(95%) have been collected and analyzed using the descriptive statistics (frequency statistics). The frequency and the percentage of the characteristics of respondents are summarized in the table below.

Table 4.1: Socio-demographic Variables of respondent

Characteristics		Frequency	Percentage
Gender	Male	69	32.9
	Female	141	67.1
Age	Under20	9	4.3
	20-25	54	25.7
	25-30	78	37.1
	30-35	51	24.3
	35-40	12	5.7
	40-45	3	1.4
	Over45	3	1.4
Educational level	Under grade 12	3	1.4
	Diploma	27	12.9
	BA degree	153	72.9
	Masters	27	12.9
Service year in the Agency	Under 1 year	24	11.4
	1-5 years	111	52.9
	6-10 years	54	25.7
	11-15 years	15	7.1
	16-20 years	3	1.4
	Over 20years	3	1.4

Professional group	Pharmacist	99	47.1
	Finance	48	22.9
	Management	45	21.4
	Staff	18	8.6

As indicated in table 4.1, 67.1% of the staff are females while the rest are male workers. On the other hand, 37.1% of the employees are belonging to 25-30 age group while 25.7% and 24.3% of the employees are between 20-25 and 30-35 respectively. 5.7% of employees are between the age bracket of 35 and 40. However the rest 4.3% and 2.8% of employees belongs to over 40 and under 20 respectively. From this we can infer that most of employees of the agency are young and very alert with the high probability to involve in conflicts. Regarding the educational background of the respondents, BA degree holders account for 72.9 % and Masters and diploma holders account for 12.9% and 12.9% respectively while the rest 1.4% of respondents are under grade 12. This shows us that employees have better understanding of how interpersonal conflicts are handled.

In terms of service year in the organization, 52.9% of the respondents worked for at least five years at the agency and 25.7% employees worked form 6-10 years. While those who served in the organization less than a year account for 11.4% and those who serve above 10 years accounts for 10%. This informs us that the respondents are in a good position to assess the conflicting situation with in the organization.

The professional group of employees show that almost half (47.1%) belong to pharmacist and 22.9% and 21.4%of employees has financial and management professionwhile the rest (8.6%) identified as staff of the agency. This shows that as it is a pharmaceutical company the agency has more health professionals than other professional's however, always giving high priority for health profession in an employment will result in generating professional bias that may be the one of the perceived cause of interpersonal conflict by the agency.

4.2. Descriptive Analysis

Table 4.2: Occurrence of interpersonal conflict

No	Variables	Frequency	%
1	Have you ever been in conflict with your coworker?		
	Yes	156	74.3
	No	54	25.7
	Total	**210**	**100**
2	Most of the interpersonal conflicts that arise in your organization are between		
	Management-Management	21	10
	Management-Employee	96	45.7
	Employee-Employee	57	27.1
	Among all	36	17.1
	Total	**210**	**100**
3	Do you ever have to deal with interpersonal conflict at your agency?		
	Yes, always	3	1.4
	Yes, frequently	27	12.9
	Yes, occasionally	150	71.4
	No, Never	24	11.4
	Don't know	6	2.9
	Total	**210**	**100**

From the above table 4.2, we can see that 74.3% of employees said they have been in conflict with their coworker whereas 25.7% said they have not. In addition, according to 45.7% of respondents most of interpersonal conflicts arise between management and employees, the second most commonly observed by 27.1% of the respondents interpersonal conflict arises between employees themselves. Lastly 21% and 17.1% said it arises among managers and among all respectively. This show that majority employees and managers time was spent on interpersonal conflicts rather than on accomplishing work and achieving goal. Of course, where escalation occurs, more management time is required to restore calm and refocus the team on its original purpose. And also 71.4% of respondent answered they occasionally deal with interpersonal conflicts and 14.3% said they frequently or always dealt with interpersonal conflicts. However only 11.4% and 2.9% said they never and they don't know respectively. It is

clear the interpersonal conflict is inescapable for the reason that majority of employees involve and dealt with interpersonal conflict which for sure wastes employee's time.

4 At what level do you think interpersonal conflict occur in the agency

4 At what level do you think interpersonal conflict occur in the agency
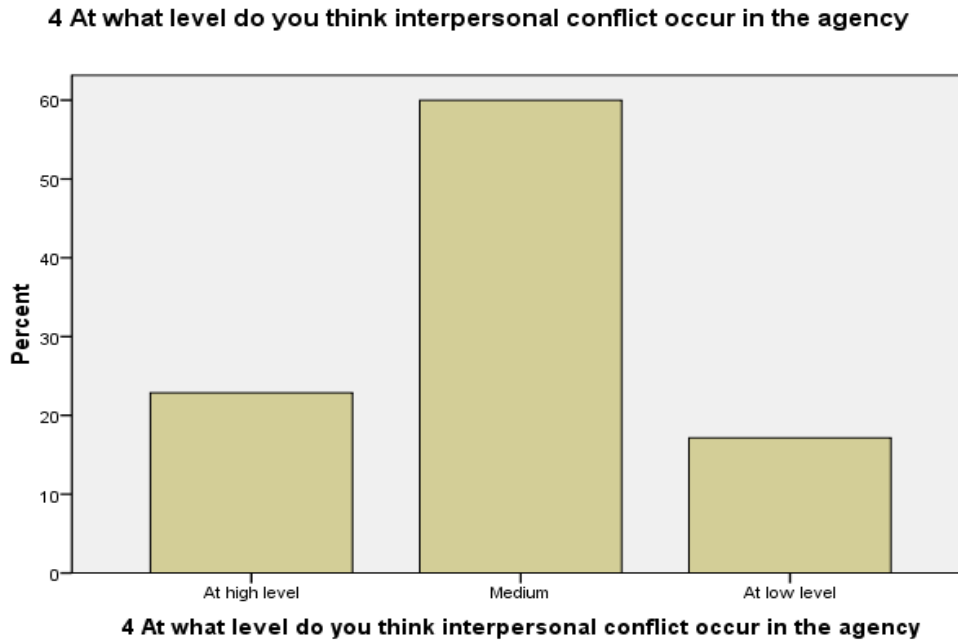
Figure 4.2: Level of Interpersonal conflict

The organization should always strive towards the optimal level of interpersonal conflict, because only reasonable interpersonal conflicts have positive effects on organization. On the contrary (without conflicts or if the level of interpersonal conflict is too high) this will result in negative consequences for the organization, as well as for an individual as the party in the interpersonal conflict (Huczynski and Buchanan, 2001).The above graph shows that 60% of respondent believe interpersonal conflicts in an agency occur at medium level. While 22.9% and 17.1% respondents believeit occurs at high and low level respectively. The result shows interpersonal conflicts are at optimal level and could affect the agencies performance positively if it is appropriately managed.However, if not dealt with ittimely it will easily escalate to the higher level where it is undesirable.

The result of the key informant interview with the human resource manager also indicate that interpersonal conflicts in the agency exist like any other organization form, formal or informal group of the organization but mostly it occurs between employees, between managers and employees . He also confirmed that interpersonal conflicts occur at medium level therefore it was not difficult for managers to manage them immediately before they escalate to the higher level.

Table 4.3: The prevalent type of interpersonal conflict

No	Variable	Frequency	%
1	Task (substantive) conflict		
	Agree	45	21.4
	Strongly agree	165	78.6
	Total	**210**	**100**
2	Relationship (emotional) conflict		
	Strongly disagree	3	1.4
	Disagree	36	17.1
	Neutral	15	7.1
	Agree	120	57.1
	Strongly agree	36	17.1
	Total	**210**	**100**

When employees where asked about the prevalent type of interpersonal conflict all of respondents strongly agree and agree that it is based on task conflict. Besides 74.2% of respondents strongly agree and agree that it is based on relationship conflict whereas 18.5% respondents strongly disagree or disagree. But only 7.1% of respondents say neutral. This shows that interpersonal conflicts arises from are both task and relationship conflict though as most of employees agree that task conflict excides therefore it was expected to have positive organizational out come and may be beneficial if it appropriately managed As Jehn (1995) stated that task conflict may enhance co-workers ability to analyze the task issues, foster learning and creative insights, and increase their efficiency.

The human resource manager also said that most of interpersonal conflicts we dealt with where based on differences in viewpoints, ideas, and opinions on the work being done. However interpersonal conflicts that steams from relationship of employees are not much as compared to the task conflict.

Table 4.4: The perceived causes of interpersonal conflict by the agency

Variable	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	Freque ncy	**%**	**Freque ncy**	**%**	**Freque ncy**	**%**	**Freque ncy**	**%**	**Freque ncy**	**%**
Poor communication	78	37.1	111	52.9	6	2.9	15	7.1	-	-
Role ambiguity	93	44.3	81	38.6	9	4.3	15	7.1	12	5.7
Role incompatibility	51	24.3	78	37.1	18	8.6	57	27.1	6	2.9
Unfair treatment	105	50	60	28.6	18	8.6	27	12.9	-	-
Individual difference	30	14.3	105	50	15	7.1	51	24.3	9	4.3
Task overlapping	42	20	63	30	33	15.7	63	30	9	4.3
Personal character	21	10	111	52.9	21	10	51	24.3	6	2.9
Insufficient shared resources	33	15.7	57	27.1	12	5.7	96	45.7	12	5.7
Cultural factors	33	15.7	63	30	15	7.1	84	40	15	7.1
Interdependent task	48	22.9	54	25.7	15	7.1	87	41.4	6	2.9

As shown in the above table 90%,82.9% and 78.6% of respondents agreed that poor communication, role ambiguity and unfair treatment respectively to be the primary cause of interpersonal conflict. Individual difference, role incompatibility and personal character have also been seen as significant causes of interpersonal conflict by 64.3%, 62.9% and 61.4 respondents respectively. While only 48.6%, 45.7% and 42.8% agree that interdependent task, cultural factor and insufficient shared resource to be the potential causes. These indicate that respondents view conflict as originating from different sources though poorcommunication, role ambiguity and unfair treatment tend to be the prominent therefore it will be very hard to handle interpersonal conflicts appropriately where there is less or no communication. As communication is a means that people use to express their disagreement or difference.

The interview with human resource shows that the major causes of interpersonal conflict between managers and employees in an agency arises from pride, having the attitude of superiority, arrogance lack of clearly defined responsibility. In interpersonal conflict, there is the danger that people get locked into their own positions, digging their heels in and insisting they get their own way. If this happens, it is stalemate with both sets of needs unmet. It is a you against me scenario(Shay and Margaret, 2008)

In addition the causes of interpersonal conflict between employees are mainly communication breakdown that occur because of individual difference between them he further elaborated that there is difference between health professional and other support staff on benefits, provision to training and development which creates interpersonal conflict. He also stated that occasionally delay in decision and violation of chain of command will also cause interpersonal conflict between managers.

Table 4.5: Outcome of interpersonal conflict in the agency

No	Variable	Frequency	%
1	How do you think this conflict affect your organizations performance?		
	Positively	12	5.7
	Negatively	93	44.3
	Both	105	50
	Total	**210**	**100**
2	What negative outcome have you experience?		
	Diverts energy from the work	24	11.4
	Creates negative climate	12	5.7
	Breaks down group cohesion	33	15.7
	Increase an employee turnover	3	1.4
	Wastes recourses	36	17.1
	Increase hostility and aggressive behavior	15	7.1
	Total	123	58.6

	Missing system	87	41.4
	Total	**210**	**100**
3	What positive outcome have you experience?		
	Better understanding of the others	24	11.4
	Improve working relationship	36	17.1
	Better solution to the problem	17	25.7
	Higher individual and group performance	27	12.9
	Increased motivation	39	18.6
	Higher innovation	15	7.1
	Total	195	92.9
	Missing system	15	7.1
	Total	210	100

When employees where asked how does interpersonal conflict affect organizational performance half of respondents said it affect the performance both positively and negatively and 44.3% said negatively. However only 5.7% of respondents said positively from this we can infer that most of employees believe interpersonal conflict in the agency have both positive and negative effect yet accepting that it has positive side which many people deny make the employees flexible to deal with the situation more effectively. Interpersonal conflicts can either be constructive or destructive in nature. This distinction is important as interpersonal conflict is a reality of our daily lives and interpersonal conflict is thus inevitable in a human workplace (Eunice M.et al, 2015).

Among the employees who said interpersonal conflict affect the organization negatively 17.1% and 15.7% of respondents say that it wastes resources and breaks down group cohesion respectively .11.4% of respondents say it diverts energy from work and 5.7% create negative climate. The rest 7.1% and 1.4% of respondent say increase hostility and aggressive behavior and increase employee turnover respectively. This indicates that interpersonal conflict that could have been managed positively has been overlooked to hinder employees to work together and build friendly working environment.

However, conflict can also lead to positive outcome, when it's managed correctly 25.7% and 18.5% of employees said it helps to better understand others and increase their motivation respectively. 17.1% also said it improves working relationship and 12.9% said it increase individual and group performance. While only 7.7% of respondents said it leads to higher innovation. This shows that interpersonal conflict not only create undesirable outcome which hinders goal achievement of the organization but also underlines the value that conflict can bring to an organization if it is handled in the right way.

As Nelson and James (2000) stated that conflict between people in an organization can have both positive and negative effect, positive effects with in each group, such as increased group cohesiveness, increased focus on task and increased loyalty to the group. However, negative consequences tend to develop mentality where by each sees the other team as enemy, becomes more hostile and decrease it communication with the other group.

As human resource manager stated that interpersonal conflict in the agency has both positive and negative outcome. Competition between employees increase individual and group performance and motivate them to do better job whereas when employees become deeply involved in interpersonal conflict they become frustrated and takes time and energy away from work and affect their performance negatively.

Table 4.6: Strategies used to manage interpersonal conflict in the agency

Variable	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Avoiding	93	44.3	75	35.7	3	1.4	30	14.3	9	4.3
Compromising	18	8.6	45	21.4	15	7.1	105	50	27	12.9
Accommodating	27	12.9	30	14.3	12	5.7	129	61.4	12	5.7
Collaborating	33	15.7	45	21.4	12	5.7	108	51.4	12	5.7
Competing	78	37.1	54	25.7	6	2.9	30	14.3	42	20

80% of respondents agree that the strategy that managers use to resolve interpersonal conflicts in the organization is avoiding or ignoring conflicts and 62.8% of respondents said competing. 37.1% of respondents also said collaborating whereas 30% and 27.2% of respondents agreed that managers mostly use compromising and accommodating respectively. This indicate that manager apply all five interpersonal management strategies however, most of interpersonal conflicts in an agency is left ignored or only used to satisfies the organizational interest at the expense of employees interest. This results in the escalation of interpersonal conflict. Unresolved, interpersonal conflicts risk simmering with great potential to escalate. Emotionally, the work environment grows more toxic and financially, the toll can be catastrophic consequently affecting the performance of the organization (Eunice M.et al, 2015).

Human resource manager also revealed they use different methods to handle interpersonal conflicts however most of the time the HR manager and line managers take time and discuss on the issue to fined solution to the problem when it is recognized. But relationship conflict are not easily recognize or address even when they are recognized they are often ignored or avoided because it is difficult for many employees to openly communicate that they want recognition or affiliation. Also some conflicting parties themselves attempt to hide conflict in fear of unwanted consequences.

At last human resource manager pointed out that for improving interpersonal conflict management there should be training on conflict resolution or management to enhance the skills of managers and create an understanding of employees. in addition he believed that establishment of clear organizational values based on dignity and respect at work as being the most critical intervention besides attitudes and personalities of employees and managers as being a central importance to create and sustain positive work cultures that promote dignity and respect at work.

Table 4.7: Opinion on interpersonal conflict management styles

	Variable	Frequency	%
1	Does interpersonal conflicts handled at the right time to the best interest of the employees and organization?		
	Yes	78	37.1
	No	132	62.9
	Total	210	100
2	Whose ultimate responsibility do you think it is to handle interpersonal conflicts?		
	Every one	57	27.1
	Manager	51	24.3
	Senior leadership/executives	18	8.6
	Human resource	78	37.1
	Mine	6	29
	Total	210	100
3	How important is interpersonal conflict handling as management or leadership skill?		
	Not important	18	8.6
	Somewhat important	21	10.0
	Important	48	22.9
	Very Important	30	14.3
	Critically important	93	44.3
	Total	210	100
4	I am satisfied with the way interpersonal conflicts are managed in the agency?		
	Strongly agree	30	14.3
	Agree	48	22.9
	Neutral	12	5.7
	Strongly Disagree	33	15.7
	Disagree	87	41.4

	Total	210	100

When employees where asked about their opinion on management of interpersonal conflict 62.9% of respondents said no they don't think interpersonal conflicts are handled at the right time to the best interest of employees and the organization. But 37.1% said yes. From this one can infer that managers have less skill that requires them to solve interpersonal conflicts productively.

In addition 37.1% of respondent said it is the responsibility of human resource manager to handle interpersonal conflicts and 27.1% of respondents said it is the responsibility of everyone. Employees who said it is the responsibility of managers are 24.3%. The rest 8.6% of employees said it is the responsibility of senior leadership or executives. 81.5% respondents also think that interpersonal conflict management is an important management or leadership skill. This shows that the entire organization has a role to pay in managing interpersonal conflicts not just human resource manager or other managers. Therefore, a good knowledge of personalities in their team will help mangers to be alert to potential flashpoints and personality clashes that will guide them towards the most effective methods of resolution for each individual.

4.3. Chi square Discussion

Pearson chi-square value of gender and age with involving in interpersonal conflict is 0.931 and 0.447 shows that there is no significant association between them. Educational level, for involving in interpersonal conflict also shows that there is no significant association exists with a value of 0.150. We can also see that both male and females, employees at different age and educational level have involved in interpersonal conflict in the agency.

As far as service year and professional group of employees with involvement in interpersonal conflict with the value of 0.000 and 0.018 respectively shows that there is a significant association between them. This shows that the variable service year and professional group has association with participating in interpersonal conflict. Employees service year between 1-5 years tend to involve more in interpersonal conflict and different professional groups in the

agency have also been involved in interpersonal conflict however employees with professional group of pharmacists and finance tend to be more involved.

Pearson chi-square value for interpersonal conflict management styles with outcome of interpersonal conflict shows that p- value $<0.05(5\%)$ which means that interpersonal conflict management styles and effect of interpersonal conflict on organizational outcome indicates there is significant level of association between them. The percentage on appendix IV shows that interpersonal conflict management styles used in the agency are negatively associated with the effect of interpersonal conflict on agency's outcome. This reveal that interpersonal conflict management styles used has negative relationship with the outcome of interpersonal conflict.

In addition task conflict with a P-value of 0.024 indicate that it has significant association with the effect of interpersonal conflict on organizational outcome and its relationship is negative, while relationship conflict has no significant association. This shows that interpersonal conflict that based on task has negative relationship with organizational outcome.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

In this chapter, findings are summarized and various conclusions are made based on those finding. Limitations of the study identified and recommendations were made.

5.1. Summary of Major Findings

Conflict between individuals is unavoidable being part of working life. Hence majority of agency's employees have involved in interpersonal conflict and those conflicts that mostly occur as indicated by almost half of respondents where between management and employees and among employees. In addition 71.4% of respondents indicate that they deal with interpersonal conflicts occasionally and 14.3% said frequently thus spending much time dealing with individual disputes rather than focusing on work being done.

Again large number of respondents (66%) think that interpersonal conflict in the agency occurs at medium level and the rest said it occur at high or low level. This shows that interpersonal conflicts are at optimal level that can be constructively managed.

As far as the prevalent type of interpersonal conflict it is based on both task and relationship conflict. However almost all the respondents agree that interpersonal conflict that steams from differences in viewpoints, ideas, and opinions on the work being done excides therefore it is expected to have positive organizational out come and may be beneficial if appropriately managed. In addition there are many causes of interpersonal conflict in the agency, however a significant degree of these conflicts were caused by poor communication, role ambiguity and unfair treatment between different professional groups based on different benefits. In addition HR manager identified feeling of superiority, arrogance or personal character as being another cause of conflict in the agency.

According to the effect of interpersonal conflict half of the respondents points out that this conflict affect the organization both positively and negatively nevertheless 44.3% of respondents think it only affect it negatively. Majority of respondents also think that if interpersonal conflicts are well managed it helps to better understand others, increase motivation, improve working

relationship and increase individual and group performance. However, poorly managed conflict is a major cost to the organization with half or more of respondents citing it wastes resources, breaks down group cohesion, divert energy from work creates negative climate and increase hostility and aggressive behavior.

When conflict is recognized in the agency among different interpersonal conflict management strategies avoiding and competing styles are dominantly used by managers. These results in the escalation of interpersonal conflict from time to time. however as HR manager indicate that when the issue is important they also discuss on the issue to fined solution to the problem.

Besides HR manager believes that for improving interpersonal conflict management, establishment of clear organizational values based on dignity and respect at work as being the most critical strategy besides attitudes and personalities of employees and managers as being a central importance to create and sustain positive work cultures that promote dignity and respect at work.

Majority of respondents (61.4%) said it is the responsibility of HR manager or line managers to handle interpersonal conflicts similarly, 27% of respondents thinks it is the responsibility of everyone furthermore 81.5% of respondents think it is important management or leadership skill. however a significant number of respondents do not think interpersonal conflicts in the agency are resolved at the right time and to the best interest of both employees and organization. Thus above half of respondents were not satisfied with the way interpersonal conflicts are handled.

A Pearson chi square result shows that employee's service year and their professional group have a significant association with their involvement in interpersonal conflict. Chi square analysis for type and outcome of interpersonal conflict shows that task conflict has a significant negative association with the effect of interpersonal conflict on organizational outcome. However it shows there is no significant association for relationship conflict with effect of interpersonal conflict on organizational outcome. Finally, Chi square test of interpersonal conflict management styles with effect of interpersonal conflict shows that there is a significant association between them and also has negative relationship (association).

5.2. Conclusions

Based on the findings the following Conclusions are drown by way of answering the research questions:

Interpersonal conflicts in the agency occur frequently and occasionally between different levels or units. Even though, it is occurring in the medium level, the time that would be better spent on accomplishing work and achieving goals is instead spent managing disagreements or disputes.

Most observed type of interpersonal conflict in the agency was task (substantive) conflict yet there is also high level of relationship conflict. Thus some level of substantive conflict is encouraged. The study also reveals that there is a significant association between task conflict and organizational outcome. However relationship conflict has no significant association with organizational outcome. Still, high level of relationship conflict will interfere with task related effort because members focus on reducing treat or attempting to build cohesion rather than working on task. Which in turn take time and energy away from work and often become dysfunctional.

There are many causes of interpersonal conflict in the agency like poor communication, role ambiguity; unfair treatment and personal character are the most prevalent. As a result it will be too hard to manage interpersonal conflicts where there is no or less communication as communication is a means that people use to express their disagreement or difference. Thus the whole organization suffers when interpersonal conflict is not openly and constructively dealt with.

The finding also shows that agency's employees has a good understanding about interpersonal conflict management because interpersonal conflicts are not always seen as having negative effect which wastes resources, breaks down group cohesion, diverts energy from work, creates negative climate andincreases hostile and aggressive behavior, but when channeled through the right tools and expertise, interpersonal conflict can lead to positive outcomes, such as better understanding of others, increase motivation, improve working relationship and increase individual and group performance.

Unsurprisingly, the responsibility of solving problems of interpersonal conflict falls upon the shoulder of managers or HR managers. Their managerial skill comes into play. It is not therefore an easy task for them to come up with the right conflict management approaches or styles to successfully manage conflict situations.

Interpersonal conflicts are managed when they are recognized and managers use avoiding and competing strategies dominantly but when critically important issues were faced, managers discuss on the issue to find solution to the problem. Thus much of interpersonal conflicts are ignored or used to satisfy own interest at the expense of the other and are just given temporary solution that gives rise to in escalation of conflict which makes most of the employees dissatisfied with the result. From this we can conclude that managers use similar strategies for different interpersonal conflicts and have less skill or understanding of how to manage it in a way that is beneficial to the organization. Hence, interpersonal conflicts in the agency are not resolved at the right time and to the best interest of both employees and organization.

Lastly, the finding also reveals that interpersonal conflict management styles used has a significant association with the effect of interpersonal conflict on an agency's outcome and there association is negative.

5.3. Recommendations

To improve the problem mentioned the following recommendations are made.

As the main objective of the agency is to supply quality assured essential pharmaceuticals in uninterrupted and sustainable manner at affordable price to all public health facilities. The agency should give due attention for interpersonal conflict management in order to achieve its objective by accepting the existence of interpersonal conflicts between different level and unit of the organization. Moreover it is important to address conflicts accordingly in their level of occurrenceso it can be managed easily. They must also understand that their interpersonal conflict management style will always be determined by the way they see the resulting consequence of conflict.

In order to maximize the functional outcome of interpersonal conflicts substantive conflicts should be kept at moderate level and should concentrate on building an atmosphere designed to reduce relationship conflicts, by the way of dealing with routine frictions and minor differences before they became unmanageable.

Since the finding clearly shows the major perceived cause of interpersonal conflict in the agency stem from poor communication, managers should enhance employees' communication by providing some recreational activity or team work or by promoting positive and supportive relationship among employees of different professional group and between managers and employees. Beside to prevent role ambiguity and avoid confusion the responsibility of each employee should also be clearly specified (outlined). Establishment of clear organizational values based on dignity and respect at work and clearly communicating policies and procedures for every employees is also critical thus they must address the root cause of interpersonal conflict not just the symptom of it.

A key to managing interpersonal conflict with positive outcome includes using interpersonal conflict management strategies appropriately depending on the situation the strategy works best, using effective communication and appreciating individual differences. Likewise, among different strategies of interpersonal conflict management, problem solving (collaborating) should be used to effectively workout misunderstanding, to maintain cooperation between employees and to reach an effective solution acceptable to both parties.

Employees of the agency has to play a significant role for managing minor Interpersonal conflict between them in order to save time and make an effort for attainment of both individual and organizational goal. Thus all the employees and managers must also accept their responsibility for becoming competent interpersonal conflict managers.

Accordingly, the agency should design conflict management training program in order to make manager and employees skilled and experienced to constructively manage interpersonal conflicts.

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APPENDICES

Appendix I

ST. MARY'S UNIVERSITY

School of Graduate Studies

MBA Research on Assessment of Interpersonal Conflict at PFSA

Questionnaires to be completed by PFSA Employees

Dear Respondents

Thank you in advance for your valued time and cooperation, this questionnaire is purely meant for partial fulfillment of Masters degree in Business Administration. As your responses to the statements below are of great importance to my study, hence I kindly request you to answer the questions carefully and genuinely. The information gathered will be accessed only by the student researcher and will be kept strictly confidential. The result of the study will also be used for academic purpose only.

NB: Please give your answer on the space provided and put tick mark in the box corresponding to your response.   ✓

I. Demographic Variables of the Respondents

1.1. Sex

Male ☐   Female ☐

1.2. Educational

Under grade12 ☐   Diploma ☐   BA degree ☐   Masters ☐

1.3. Age _____

Under 20 ☐ 20-25 ☐ 25-30 ☐   30-35 ☐ 35-40 ☐ 40-45 ☐ ver 45 ☐

1.4. Service year in the organization _____

Under 1 year ☐   1-5 ☐   6-10 ☐   11-15 ☐ 16-20 ☐   over 20 ☐

1.5.   What is your present professional group

Pharmacist ☐   finance ☐   Management ☐

Other please specify _____

II. Opinion investigation pertinent to Interpersonal conflict

A. Nature and occurrence of Interpersonal conflict

1. Have you ever been in conflict with your coworker?

   Yes ☐   No ☐

2. Most of the interpersonal conflicts that arise in our organization are between:

   ☐ Management-Management
   ☐ Management-Employees
   ☐ Employee-Employee
   ☐ Among All

3. At what level do you think interpersonal conflict occur in the agency?

   ☐ At high level
   ☐ Medium
   ☐ At low level

4. What is the most prevailing type (nature) of Interpersonal conflicts that occur in the agency? (Please select a number on the scale of 5-1).

No	Type of Interpersonal Conflict	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1	Task conflict (substantive)					
2	Relationship conflict (emotional)					
3	Both					

5. Do you ever have to deal with interpersonal conflict at your agency?

   ☐ Yes, always
   ☐ Yes, Frequently
   ☐ Yes, Occasionally
   ☐ No, Never
   ☐ Don't know

6. Whose ultimate responsibility is it to ensure conflicts between individuals are managed more effectively?

   ☐ Every one
   ☐ Managers
   ☐ Senior leadership/executives
   ☐ Human Resource
   ☐ Mine
   ☐ Third party

B. Causes of Interpersonal conflict

7. The following table provides the potential causes of conflict. Identify the causes of conflict in the organization. (Please select a number on the scale of 5-1).

No	Potential causes of conflict in NOAH S.C	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1	Poor communication					
2	Role ambiguity					
3	Role incompatibility					
4	Unfair treatment					
5	Individual difference					
6	Task overlapping					
7	Personal character					
8	Insufficient shared resources					
9	Cultural factors					
10	Interdependent task- completion of one task depends on completion of other					

If other Specify _____

C. Effect of Interpersonal conflict

10. How do you think this conflict affect your organizations performance?

☐ Positively (functionally)

☐ Negatively (Dysfunctional)

☐ Both positively and negatively

11. If your answer is negatively for the above question, which one do you think is the potential outcome of conflict?

☐ Diverts energy from the work

☐ Create negative climate

☐ Breaks down group cohesion

☐ Increase in an employee turnover

☐ Wastes resources

☐ Increases hostility and aggressive behavior

If other_____

12. What positive outcomes have you experience from interpersonal conflict at your agency?

☐ Better understanding of others

☐ Improved working relationship

☐ Better solution to a problem

☐ Higher individual and group performance

☐ Increased Motivation

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☐   Higher innovation (idea was born)

D. Strategies for conflict resolution

    13. Does interpersonal conflict handled at the right time to the best interest of

        employees and the organization?

        Yes ☐   No ☐

    14. How important is Interpersonal conflict handling as a management or leadership
        skill?

    ☐ Not important
    ☐ Somewhat important
    ☐ Important
    ☐ Very important
    ☐ Critically important

    15. Whenever there is conflict our management adapts the following strategy. (Please
        select a number on the scale of 5-1.

No	Strategies of Interpersonal Conflict management	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1	**Avoiding:** Hide and ignore conflict					
2	**Compromising:** sacrifice personal interest for others.					
3	**Accommodating:** Ignore own goal and resolve conflict by giving into other.					
4	**Collaborating:** finding solution agreeable to all sides.					
5	**Competing:** Satisfy own interest at the expense of others' interest.					

    16. I am satisfied with a way interpersonal conflicts are managed in the agency?

    ☐ Strongly agree
    ☐ Agree
    ☐ Neutral
    ☐ Strongly disagree
    ☐ Disagree

Appendix II

<div align="center">

ቅ/ማርያም ዩንቨርሲቲ

ድህረ ምረቃ ፕሮግራም

መጠይቅ

</div>

በሠራተኞች የሚሞላ

በዚህ መጠይቅ በመሳተፍዎ በቅድሚያ እናመሰግናለን፡፡ ይህ መጠይቅ የቢዝነስ አድምንስትሬሽን የማስተርስ ትምህርት የመመረቂያ ጥናት አላማ ብቻ የሚውል ነው፡፡ ከዚህ በታች የተቀመጡት መገለጫዎች የሚሰጡጪቸው ምላሾች ለፕሮጀክት ስራዬ ታላቅ ጠቃሜታ ስላላቸው ጥያቄዎቹን በጥንቃቄና በሀቀኝነት እንዲመልሱ በትህትና አጠይቃሁኮ፡፡ መልስዎም ሚስጥራዊነታቸው ተጠብቀው የትምህርት አላማ ብቻ ይውላለ

እባከዎን በየጥያቄዎቹ ጎን ባሉት ሳጥኖች ውስጥ ምላሽዎን የ [✓] ምልከት ያስቀምጡ

ክፍል 1. ጠቅላላ

1.1. ፆታ   ወንድ ☐   ሴት ☐

1.2. የትምህርት ደረጃ

  ሰርተፊኬት ☐   ዲፕሎማ ☐   የመጀመሪያ ዲግሪ ☐

  ማስተርስ ዲግሪ ☐   ዶክትሬት ዲግሪ ☐

1.3. ዕድሜ _____

ከ 20 በታች ☐ 20-25 ☐ 25-30 ☐ 30-35 ☐ 35-40 ☐ 40-45 ☐ ከ45 በላይ ☐

1.4. በድርጅቱ ውስጥ ያገለገሉበት ዓመት _____

  ከ1 ዓመት በታች ☐   1-5 ☐   6-10 ☐   11-15 ☐   16-20 ☐   ከ20 ዓመት በላይ ☐

2.5. በየትኛው የሙያ ዘርፍ ውስጥ ይገኛሉ ?

    ፋርማሲ ☐   ፋይናንስ ☐   አስተዳደር ☐

    ሌላ ይጥቀሱ _____

ክፍል 2.

የግጭት አይነትና ክስተትን በተመለከተ

1. ከሥራ ባልደረባዎ ጋር ተጋጭተው ያውቃሉ ?

        አዎ ☐   አላውቅም ☐

2. በድርጅትዎ ውስጥ የሚገሰቱ አብዛኛውቹ ግጭቶች በማንና በማን መካከል ናቸው ?

    ☐ በማኔጅመንትና በማኔጅመንት
    ☐ በማኔጅመንት እና በሠራተኞች
    ☐ በሠራተኛ እና በሌላ ሠራተኛ መካከል
    ☐ በሁሉም

4. በሠራተኞች መካከል የሚፈጠር ግጭት በምን ያህል መጠን ይከሰታል ?

    ☐ በከፍተኛ ደረጃ

    ☐ በመካከለኛ ደረጃ

    ☐ በዝቅተኛ

5. በድርጅቱ ውስጥ የሚከሰቱ ግጭቶች አይነቶችን በተመለከተ

ተ/ቁ	የግጭት አይነቶች	በጣም እስማማለሁ	እስማማለሁ	ምንም ማለት አልችልም	አልስማማም	በጣም አልስማማም
1	ከሥራ ጋር የተያያዘ ግጭት (Task conflict/substantive)					
2	በግል የያያዘ ግጭት (Relationship conflict/emotional)					
3	ሁለቱም					

6. በሠራተኞች መካከል የሚገኝ ግጭት በተደጋጋሚ ይከሰታል ?

    ☐ አዎ ሁልጊዜ

    ☐ አዎ በተደጋጋሚ

    ☐ አዎ አልፎ አልፎ

    ☐ በፍፁም አጋጥሞ አያውቅም

    ☐ አላውቅም

7. በግለሰቦች መካከል የሚነሳን ግጭት ውጤታማ በሆነ መልኩ የመምራት ኃላፊነት የማነው ብለው ያምናሉ ?

    ☐ የሁሉም

    ☐ የማናጀሮች

☐ የበላይ አመራሮች /ሥራ አስፈፃሚ

☐ የሰው ኃብት አስተዳደር

☐ የኔ

☐ የሌላ ሶስተኛ ወገን

የግጭት ምክንያቶችን በተመለከተ

8. ከዚህ በታች ካለው ሰንጠረዥ ውስጥ በድርጅትዎ ውስጥ ለግጭት መነሻ ነው የሚሉትን ደረጃ ላይ ምልክት ያድርጉ

ተ.ቁ	ለግጭት መነሻ ሊሆኑ የሚችሉ ምክንያቶች	በጣም እስማማለሁ	እስማማ ለሁ	ምንም ማለት አልችልም	አልስማማም	በጣም አልስማማም
1	ደካማ የግንኙነት ክህሎት					
2	ግልፅ ያልሆነ የስራ ድርሻ					
3	ያልተጣጣመ የስራ ድርሻ					
4	በእኩል ያለመታየት					
5	የግለሰቦች ልዩነት					
6	የስራ ድርሻ መደራረብ					
7	የግል ባህሪ					
8	በቁ ያልሆነና በጋራ የምንጠቀመው ሃብት					
9	ባህላዊ ምክንያቶች					
10	ቅደም ተከተል ያላቸው ስራዎች ፡ የአንድ ስራ መጠናቀቅ በሌላኛው ስራ መከናወን ላይ የተመረኮዘ					

ሌላ (ይጥቀሱ) _____

የግጭት ውጤቶችን በተመለከተ

17.   ግጭቱ በድርጅቱ አፈፃፀም ላይ በምን መልኩ ተፅዕኖ ያሳድርበታል ይላሉ ?

☐ አዎንታዊ

☐ አሉታዊ

☐ ሁለቱንም

18. ለጥያቄ ቁጥር 9 መልስዎ «አሉታዊ» ከሆነ ሊኖር የሚችለው ውጤት ምን ይሆናል ብለው ያስባሉ ?

☐ ከስራ መስመር ያስወጣል

☐ በጎ ያልሆነ የስራ ድባብ ይፈጥራል

☐ የቡድን አንድነትን ይሰብራል

☐ ስራ የሚለቁ ሰራተኞችን ቁጥር ይጨምራል

☐ ሃብት ያባክናል

☐ ቅራኔ እና የግልፍተኝነት ባህሪን ይጨምራል

ሌላ (ካለ ይጥቀሱ)_____

19. በድርጅትዎ ካለው ግጭት ምን በጎ ውጤቶችን አገኙ ?

☐ ሌሎችን በተሻለ መልኩ ለመረዳት

☐ የተሻለ የሥራ ግንኙነት

68

	ለችግሮች የተሰለ መፍትሄ
☐	ከፍተኛ የግ30 እና የቡ230 ሥራ አፈፃፀም
☐	ከፍተኛ የስራ ተነሳሽነት
☐	ከፍተኛ የስራ ፈጠራ (አዲስ ሐሳብ ተፈጥሮል)

የግጭት አፈታት ስልቶችን በተመለከተ

20. በሠራተኞች መካከል የሚገኘን ግጭት በትክክለኛው ጊዜ እና ለሠራተኛው ጥቅም ባካተተ

መልኩ ተፈቷል ብለው ያምናሉ ?

አዎ ☐   አላምንም ☐

21. እንደ አስተዳደር እና እንደ አመራር ከህሎት በሠራተኞ መካከል የሚኖርን ግጭት መፍታት ምን ያህል ጠቃሚ ነው ?

☐ ምንም ጠቃሚ አይደለም
☐ በመጠኑ ጠቃሚ ነው
☐ ጠቃሚ ነው
☐ በጣም ጠቃሚ ነው
☐ እጅግ በጣም ጠቃሚ ነው

22. ግጭት በሚኖርበት ግዜ የድርጅቱ አስተዳደር ከሚከተሉት የትኛውን ስልት ይጠቀማል ?

ተ/ቁ	የግጭት አይነቶች	በጣም እስማማለሁ	እስማማለሁ	ምንም ማለት አልችልም	አልስማማም	በጣም አልስማማም
1	**እንደአላዩ ማያት :** መደበቅ ወይም አለማየት					
2	**ነገሮችን ማስተጫመች:** የራስን ምኞት ለሌሎች ደስታ መሰዋት					
3	**Accommodating:** የራስን ግብ በመርሳት የሌሎችን ችግር ለመፍታት መሞከር					
4	**መተባበር:** ለሁሉም ወገን የተስማማ መፍትሄ መፈለግ					
5	**መፎካከር:** የራስን ጥቅም ለማርካት የሌሎችን ጥቅም መጉዳት					

23. በድርጅቱ ውስጥ ግጭቶች በሚፈቱበት ሁኔታ ረክቻለሁ ::

☐ በጣም እስማማለሁ
☐ እስማማለሁ
☐ ምንም አስተያየት አልሰጥም
☐ አልስማማም
☐ በጣም አልስማማም

Appendix III

Interview Questions

<u>Questions to be Answered By PFSA Management</u>

Have you ever have to deal with interpersonal conflicts in your agency?

In your experience in this organization what do you think is the level of conflict? Is it low, middle or high?

In your opinion, what is the type of most of interpersonal conflicts that exists in the agency? Is it based on the task or relationship?

What do you think is the major causes of conflict among employees in the agency?

How do you think this interpersonal conflict affect the agency's performance? Positively or negatively?

What are the methods you employ to manage this interpersonal conflicts?

In your opinion, what do you think it should be done to minimize interpersonal conflicts in a future?

Appendix IV

Employee's characteristics and Involvement in Interpersonal Conflict

Have you ever been in conflict with your coworker * What is your propftional group

Crosstab

			Professional group		
			Pharmacist	Finance	Managemen
Have you ever been in conflict with your coworker	Yes	Count	72	42	27
		% within Have you ever been in conflict with your coworker	46.2%	26.9%	17.3%
		% within Professional group	72.7%	87.5%	60.0%
		% of Total	34.3%	20.0%	12.9%
	No	Count	27	6	18
		% within Have you ever been in conflict with your coworker	50.0%	11.1%	33.3%
		% within Professional group	27.3%	12.5%	40.0%
		% of Total	12.9%	2.9%	8.6%
Total		Count	99	48	45
		% within Have you ever been in conflict with your coworker	47.1%	22.9%	21.4%
		% within Professional group	100.0%	100.0%	100.0%
		% of Total	47.1%	22.9%	21.4%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.093[a]	3	.018
Likelihood Ratio	10.440	3	.015
Linear-by-Linear Association	.064	1	.800

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.093a	3	.018
Likelihood Ratio	10.440	3	.015
Linear-by-Linear Association	.064	1	.800
N of Valid Cases	210		

a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 4.63.

Have you ever been in conflict with your coworker * Service year in the organization

Crosstab

			Service year in the organization						Total
			Under 1 year	1-5	6-10	11-15	16-20	Over 20	
Have you ever been in conflict with your coworker	Yes	Count	9	84	42	15	3	3	156
		% within Have you ever been in conflict with your coworker	5.8%	53.8%	26.9%	9.6%	1.9%	1.9%	100.0%
		% within Service year in the organization	37.5%	75.7%	77.8%	100.0%	100.0%	100.0%	74.3%
		% of Total	4.3%	40.0%	20.0%	7.1%	1.4%	1.4%	74.3%
	No	Count	15	27	12	0	0	0	54
		% within Have you ever been in conflict with your coworker	27.8%	50.0%	22.2%	.0%	.0%	.0%	100.0%
		% within Service year in the organization	62.5%	24.3%	22.2%	.0%	.0%	.0%	25.7%
		% of Total	7.1%	12.9%	5.7%	.0%	.0%	.0%	25.7%
Total		Count	24	111	54	15	3	3	210
		% within Have you ever been in conflict with your coworker	11.4%	52.9%	25.7%	7.1%	1.4%	1.4%	100.0%
		% within Service year in the organization	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	11.4%	52.9%	25.7%	7.1%	1.4%	1.4%	100.0%

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.728[a]	5	.000

Crosstab

Likelihood Ratio	27.293	5	.000
Linear-by-Linear Association	16.276	1	.000
N of Valid Cases	210		

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is .77.

Have you ever been in conflict with your coworker * Age of the respondent

Crosstab

			Age of the respondent							
			Under 20	20-25	25-30	30-35	35-40	40-45	over 45	Total
Have you ever been in conflict with your coworker	Yes	Count	6	36	57	42	9	3	3	156
		% within Have you ever been in conflict with your coworker	3.8%	23.1%	36.5%	26.9%	5.8%	1.9%	1.9%	100.0%
		% within Age of the respondent	66.7%	66.7%	73.1%	82.4%	75.0%	100.0%	100.0%	74.3%
		% of Total	2.9%	17.1%	27.1%	20.0%	4.3%	1.4%	1.4%	74.3%
	No	Count	3	18	21	9	3	0	0	54
		% within Have you ever been in conflict with your coworker	5.6%	33.3%	38.9%	16.7%	5.6%	.0%	.0%	100.0%
		% within Age of the respondent	33.3%	33.3%	26.9%	17.6%	25.0%	.0%	.0%	25.7%
		% of Total	1.4%	8.6%	10.0%	4.3%	1.4%	.0%	.0%	25.7%
Total		Count	9	54	78	51	12	3	3	210
		% within Have you ever been in conflict with your coworker	4.3%	25.7%	37.1%	24.3%	5.7%	1.4%	1.4%	100.0%
		% within Age of the respondent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	4.3%	25.7%	37.1%	24.3%	5.7%	1.4%	1.4%	100.0%

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.792[a]	6	.447
Likelihood Ratio	7.322	6	.292
Linear-by-Linear Association	4.590	1	.032
N of Valid Cases	210		

a. 6 cells (42.9%) have expected count less than 5. The minimum expected count is .77.

Have you ever been in conflict with your coworker * Educational level of the respondent

			Educational level of the respondent				
			Under grade 12	Diploma	BA degree	Masters	Total
1 Have you ever been in conflict with your coworker	Yes	Count	3	24	108	21	156
		% within Have you ever been in conflict with your coworker	1.9%	15.4%	69.2%	13.5%	100.0%
		% within Educational level of the respondent	100.0%	88.9%	70.6%	77.8%	74.3%
		% of Total	1.4%	11.4%	51.4%	10.0%	74.3%
	No	Count	0	3	45	6	54
		% within Have you ever been in conflict with your coworker	.0%	5.6%	83.3%	11.1%	100.0%
		% within Educational level of the respondent	.0%	11.1%	29.4%	22.2%	25.7%
		% of Total	.0%	1.4%	21.4%	2.9%	25.7%
Total		Count	3	27	153	27	210
		% within Have you ever been in conflict with your coworker	1.4%	12.9%	72.9%	12.9%	100.0%
		% within Educational level of the respondent	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	1.4%	12.9%	72.9%	12.9%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.320[a]	3	.150
Likelihood Ratio	6.605	3	.086
Linear-by-Linear Association	1.633	1	.201
N of Valid Cases	210		

a. 2 cells (25.0%) have expected count less than 5. The minimum

Crosstab

			Sex of the respondent		Total
			Male	Female	
Have you ever been in conflict with your coworker	Yes	Count	51	105	156
		% within Have you ever been in conflict with your coworker	32.7%	67.3%	100.0%
		% within Sex of the respondent	73.9%	74.5%	74.3%
		% of Total	24.3%	50.0%	74.3%
	No	Count	18	36	54
		% within Have you ever been in conflict with your coworker	33.3%	66.7%	100.0%

Have you ever been in conflict with your coworker * Sex of the respondent

	% within Sex of the respondent	26.1%	25.5%	25.7%
	% of Total	8.6%	17.1%	25.7%
Total	Count	69	141	210
	% within Have you ever been in conflict with your coworker	32.9%	67.1%	100.0%
	% within Sex of the respondent	100.0%	100.0%	100.0%
	% of Total	32.9%	67.1%	100.0%

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.007[a]	1	.931		
Continuity Correction[b]	.000	1	1.000		
Likelihood Ratio	.007	1	.931		
Fisher's Exact Test				1.000	.529
Linear-by-Linear Association	.007	1	.931		
N of Valid Cases[b]	210				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 17.74.

b. Computed only for a 2x2 table

Type of Interpersonal Conflict Association with Outcome of Interpersonal Conflict

How do you think this conflict affects your organizations performance * Relationship conflict

Crosstab

			Relationship conflict (emotional)					
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
How do you think this conflict affects your organizations performance	Positive(functionally)	Count	0	3	0	6	3	12
		% within How do you think this conflict affects your organizations performance	.0%	25.0%	.0%	50.0%	25.0%	100.0%
		% within Relation conflict (emotional)	.0%	8.3%	.0%	5.0%	8.3%	5.7%
		% of Total	.0%	1.4%	.0%	2.9%	1.4%	5.7%
	Negatively(Dysfunctional)	Count	0	15	3	57	18	93
		% within How do you think this conflict affects your organizations performance	.0%	16.1%	3.2%	61.3%	19.4%	100.0%
		% within Relation conflict (emotional)	.0%	41.7%	20.0%	47.5%	50.0%	44.3%
		% of Total	.0%	7.1%	1.4%	27.1%	8.6%	44.3%
	Both positive and negative	Count	3	18	12	57	15	105
		% within How do you think this conflict affects your organizations performance	2.9%	17.1%	11.4%	54.3%	14.3%	100.0%
		% within Relation conflict (emotional)	100.0%	50.0%	80.0%	47.5%	41.7%	50.0%
		% of Total	1.4%	8.6%	5.7%	27.1%	7.1%	50.0%
Total		Count	3	36	15	120	36	210
		% within How do you think this conflict affects your organizations performance	1.4%	17.1%	7.1%	57.1%	17.1%	100.0%
		% within Relation conflict (emotional)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	1.4%	17.1%	7.1%	57.1%	17.1%	100.0%

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.777[a]	8	.215
Likelihood Ratio	12.805	8	.119
Linear-by-Linear Association	2.079	1	.149
N of Valid Cases	210		

a. 6 cells (40.0%) have expected count less than 5. The minimum expected count is .17.

How do you think this conflict affects your organizations performance * Task conflict

Crosstab

			Task conflict (substantive)		Total
			Agree	Strongly agree	
How do you think this conflict affects your organizations performance	Positive(functionally)	Count	6	6	12
		% within How do you think this conflict affects your organizations performance	50.0%	50.0%	100.0%
		% within Task conflict (substantive)	13.3%	3.6%	5.7%
		% of Total	2.9%	2.9%	5.7%
	Negatively(Dysfunctional)	Count	15	78	93
		% within How do you think this conflict affects your organizations performance	16.1%	83.9%	100.0%
		% within Task conflict (substantive)	33.3%	47.3%	44.3%
		% of Total	7.1%	37.1%	44.3%
	Both positive and	Count	24	81	105

negative	% within How do you think this conflict affects your organizations performance	22.9%	77.1%	100.0%
	% within Task conflict (substantive)	53.3%	49.1%	50.0%
	% of Total	11.4%	38.6%	50.0%
Total	Count	45	165	210
	% within How do you think this conflict affects your organizations performance	21.4%	78.6%	100.0%
	% within Task conflict (substantive)	100.0%	100.0%	100.0%
	% of Total	21.4%	78.6%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.497[a]	2	.024
Likelihood Ratio	6.528	2	.038
Linear-by-Linear Association	.290	1	.590
N of Valid Cases	210		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 2.57.

Interpersonal conflict management styles associated with Outcome of interpersonal conflict

How do you think this conflict affects your organizations performance * Competing Crosstab

			Competing: satisfy own interest at the expense of others interest					
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
How do you think this conflict affects your organizations performance	Positive(functionally)	Count	0	3	3	3	3	12
		% within How do you think this conflict affects your organizations performance	.0%	25.0%	25.0%	25.0%	25.0%	100.0%
		% within Competing: satisfy own interest at the expense of others interest	.0%	10.0%	50.0%	5.6%	3.8%	5.7%
		% of Total	.0%	1.4%	1.4%	1.4%	1.4%	5.7%
	Negatively(Dysfunctional)	Count	12	15	0	21	45	93
		% within How do you think this conflict affects your organizations performance	12.9%	16.1%	.0%	22.6%	48.4%	100.0%
		% within Competing: satisfy own interest at the expense of others interest	28.6%	50.0%	.0%	38.9%	57.7%	44.3%
		% of Total	5.7%	7.1%	.0%	10.0%	21.4%	44.3%
	Both positive and negative	Count	30	12	3	30	30	105
		% within How do you think this conflict affects your organizations performance	28.6%	11.4%	2.9%	28.6%	28.6%	100.0%
		% within Competing: satisfy own interest at the expense of others interest	71.4%	40.0%	50.0%	55.6%	38.5%	50.0%
		% of Total	14.3%	5.7%	1.4%	14.3%	14.3%	50.0%
Total		Count	42	30	6	54	78	210

% within How do you think this conflict affects your organizations performance	20.0%	14.3%	2.9%	25.7%	37.1%	100.0%
% within Competing: satisfy own interest at the expense of others interest	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
% of Total	20.0%	14.3%	2.9%	25.7%	37.1%	100.0%

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	40.044[a]	8	.000
Likelihood Ratio	31.919	8	.000
Linear-by-Linear Association	4.935	1	.026
N of Valid Cases	210		

a. 7 cells (46.7%) have expected count less than 5. The minimum expected count is .34.

How do you think this conflict affects your organizations performance *   Collaborating Crosstab

			Collaborating: finding solution agreeable solution to all sides					Total
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
How do you think this conflict affects your organizations performance	Positive(functionally)	Count	0	0	3	3	6	12
		% within How do you think this conflict affects your organizations performance	.0%	.0%	25.0%	25.0%	50.0%	100.0%
		% within Collaborating: finding solution agreeable to all sides	.0%	.0%	25.0%	6.7%	18.2%	5.7%
		% of Total	.0%	.0%	1.4%	1.4%	2.9%	5.7%
	Negatively(Dysfunctional)	Count	6	54	6	18	9	93
		% within How do you think this conflict affects your organizations performance	6.5%	58.1%	6.5%	19.4%	9.7%	100.0%
		% within Collaborating: finding solution agreeable to all sides	50.0%	50.0%	50.0%	40.0%	27.3%	44.3%
		% of Total	2.9%	25.7%	2.9%	8.6%	4.3%	44.3%
	Both positive and negative	Count	6	54	3	24	18	105
		% within How do you think this conflict affects your organizations performance	5.7%	51.4%	2.9%	22.9%	17.1%	100.0%
		% within Collaborating: finding solution agreeable to all sides	50.0%	50.0%	25.0%	53.3%	54.5%	50.0%
		% of Total	2.9%	25.7%	1.4%	11.4%	8.6%	50.0%
Total		Count	12	108	12	45	33	210
		% within How do you think this conflict affects your organizations performance	5.7%	51.4%	5.7%	21.4%	15.7%	100.0%

| | % within Collaborating: finding solution agreeable to all sides | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| | % of Total | 5.7% | 51.4% | 5.7% | 21.4% | 15.7% | 100.0% |

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.769[a]	8	.000
Likelihood Ratio	29.371	8	.000
Linear-by-Linear Association	1.140	1	.286
N of Valid Cases	210		

a. 4 cells (26.7%) have expected count less than 5. The minimum expected count is .69.

How do you think this conflict affects your organizations performance * Accommodating

Crosstab

			Accommodating					Total
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
How do you think this conflict affects your organizations performance	Positive(functionally)	Count	0	6	3	0	3	12
		% within How do you think this conflict affects your organizations performance	.0%	50.0%	25.0%	.0%	25.0%	100.0%
		% within Accommodating	.0%	4.7%	25.0%	.0%	11.1%	5.7%
		% of Total	.0%	2.9%	1.4%	.0%	1.4%	5.7%
	Negatively(Dysfunctional)	Count	0	60	3	18	12	93
		% within How do you think this conflict affects your organizations performance	.0%	64.5%	3.2%	19.4%	12.9%	100.0%
		% within Accommodating	.0%	46.5%	25.0%	60.0%	44.4%	44.3%
		% of Total	.0%	28.6%	1.4%	8.6%	5.7%	44.3%

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Both positive and negative	Count	12	63	6	12	12	105
	% within How do you think this conflict affects your organizations performance	11.4%	60.0%	5.7%	11.4%	11.4%	100.0%
	% within Accommodating	100.0%	48.8%	50.0%	40.0%	44.4%	50.0%
	% of Total	5.7%	30.0%	2.9%	5.7%	5.7%	50.0%
Total	Count	12	129	12	30	27	210
	% within How do you think this conflict affects your organizations performance	5.7%	61.4%	5.7%	14.3%	12.9%	100.0%
	% within Accommodating	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	5.7%	61.4%	5.7%	14.3%	12.9%	100.0%

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.783a	8	.001
Likelihood Ratio	29.336	8	.000
Linear-by-Linear Association	3.941	1	.047
N of Valid Cases	210		

a. 4 cells (26.7%) have expected count less than 5. The minimum expected count is .69.

How do you think this conflict affects your organizations performance * Compromising

Crosstab

			Compromising					Total
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
How do you think this conflict affects your organizations performance	Positive(functionally)	Count	0	6	3	0	3	12
		% within How do you think this conflict affects your organizations performance	.0%	50.0%	25.0%	.0%	25.0%	100.0%
		% within Compromising	.0%	5.7%	20.0%	.0%	16.7%	5.7%
		% of Total	.0%	2.9%	1.4%	.0%	1.4%	5.7%
	Negatively(Dysfunctional)	Count	9	57	3	18	6	93
		% within How do you think this conflict affects your organizations performance	9.7%	61.3%	3.2%	19.4%	6.5%	100.0%
		% within Compromising	33.3%	54.3%	20.0%	40.0%	33.3%	44.3%
		% of Total	4.3%	27.1%	1.4%	8.6%	2.9%	44.3%
	Both positive and negative	Count	18	42	9	27	9	105
		% within How do you think this conflict affects your organizations performance	17.1%	40.0%	8.6%	25.7%	8.6%	100.0%
		% within Compromising	66.7%	40.0%	60.0%	60.0%	50.0%	50.0%
		% of Total	8.6%	20.0%	4.3%	12.9%	4.3%	50.0%
Total		Count	27	105	15	45	18	210
		% within How do you think this conflict affects your organizations performance	12.9%	50.0%	7.1%	21.4%	8.6%	100.0%
		% within Compromising	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	12.9%	50.0%	7.1%	21.4%	8.6%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.824a	8	.002
Likelihood Ratio	24.932	8	.002
Linear-by-Linear Association	.022	1	.883
N of Valid Cases	210		

a. 4 cells (26.7%) have expected count less than 5. The minimum expected count is .86.

How do you think this conflict affects your organizations performance * Avoiding

Crosstab

			Avoiding: Hide and ignore conflict					Total
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
How do you think this conflict affects your organizations performance	Positive(functionally)	Count	0	0	3	6	3	12
		% within How do you think this conflict affects your organizations performance	.0%	.0%	25.0%	50.0%	25.0%	100.0%
		% within Avoiding: Hide and ignore conflict	.0%	.0%	100.0%	8.0%	3.2%	5.7%
		% of Total	.0%	.0%	1.4%	2.9%	1.4%	5.7%
	Negatively(Dysfunctional)	Count	0	15	0	30	48	93
		% within How do you think this conflict affects your organizations performance	.0%	16.1%	.0%	32.3%	51.6%	100.0%
		% within Avoiding: Hide and ignore conflict	.0%	50.0%	.0%	40.0%	51.6%	44.3%
		% of Total	.0%	7.1%	.0%	14.3%	22.9%	44.3%
	Both	Count	9	15	0	39	42	105

	positive and negative	% within How do you think this conflict affects your organizations performance	8.6%	14.3%	.0%	37.1%	40.0%	100.0%
		% within Avoiding: Hide and ignore conflict	100.0%	50.0%	.0%	52.0%	45.2%	50.0%
		% of Total	4.3%	7.1%	.0%	18.6%	20.0%	50.0%
Total		Count	9	30	3	75	93	210
		% within How do you think this conflict affects your organizations performance	4.3%	14.3%	1.4%	35.7%	44.3%	100.0%
		% within Avoiding: Hide and ignore conflict	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	4.3%	14.3%	1.4%	35.7%	44.3%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	64.063[a]	8	.000
Likelihood Ratio	36.999	8	.000
Linear-by-Linear Association	2.475	1	.116
N of Valid Cases	210		

a. 8 cells (53.3%) have expected count less than 5.
The minimum expected count is .17.

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Asst. Professor Shoa Jemal. All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

_____   _____

Name   Signature

St. Mary's University, Addis Ababa   January, 2016

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate studies for examination with my approval as a university advisor.

<u>Shoa Jemal</u>   _____

Advisor   Signature

St. Mary's University, Addis Ababa   **January, 2016**