

ST.MARY'S UNIVERSITY COLLEGE
BUSINESS FACULTY
DEPARTMENET OF MANAGEMENT

CONFLICT AND CONFLICT RESOULTION IN WORK PLACE
(THE CASE OF KOLFE KERANYO DISTRICT
POLICE DEPARTMENT)

BY
MEKONNEN DEGU

JUNE 2010
SMUC
ADDIS ABABA

CONFLICT AND CONFLICT RESOLUTION IN WORK
PLACE (THE CASE OF KOLFE KERANYO DISTRICT
POLICE DEPARTMENT)

BY
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ASNIOR ESSAY PROPOSAL SUBMITTED
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CHAPTER ONE

INTRODUCTION

1.1 Back ground of the study

For any organization to perform effectively, interdependent individuals and groups must establish working relationships across organizational boundaries, between individual, and among groups. Individuals or groups may depend on one another for information assistance or coordinated action. But the fact is that they are interdependent, such interdependence may foster either cooperation or conflict.

Since conflict is one of the biggest challenges that a supervisor or manager has to face in the organization, it is essential for managers at every level to understand how conflict can arise, and what strategies might be used to cope with it. Moreover, too much or too little conflict can inhibit creativity and minimize organizational performance. Similarly, poorly managed conflict can do the same. This shows that when conflict is well managed, problems can be resolved effectively, and the solutions are more likely to be fresh and innovative.(Robbins 2003,390)

In kolfe keranyo District Police Department the management clearly face such kinds of conflict challenges. Since such kinds of problem are not managed properly by the management, Conflict that happened among employees and sections is high. Thus, the consequences of those conflicts destruct the day to day activities of employees and the goal of the Department.

This paper tries to assess the views and perceptions of employees towards conflict and to critically review what conflict management techniques are practiced in kolfe keranyo district police department. Moreover, it also aims at identifying the major causes of conflict and assessing the overall outcomes of conflict in the department.

1.2 Background of the Organization.

Kolfe Keranyo District Police Department is one among the tenth Addis Ababa City Government Police Commission District Department. It is found in kolfe keranyo District Police Department around Atena Tera Area. The department has four main Sections. These are

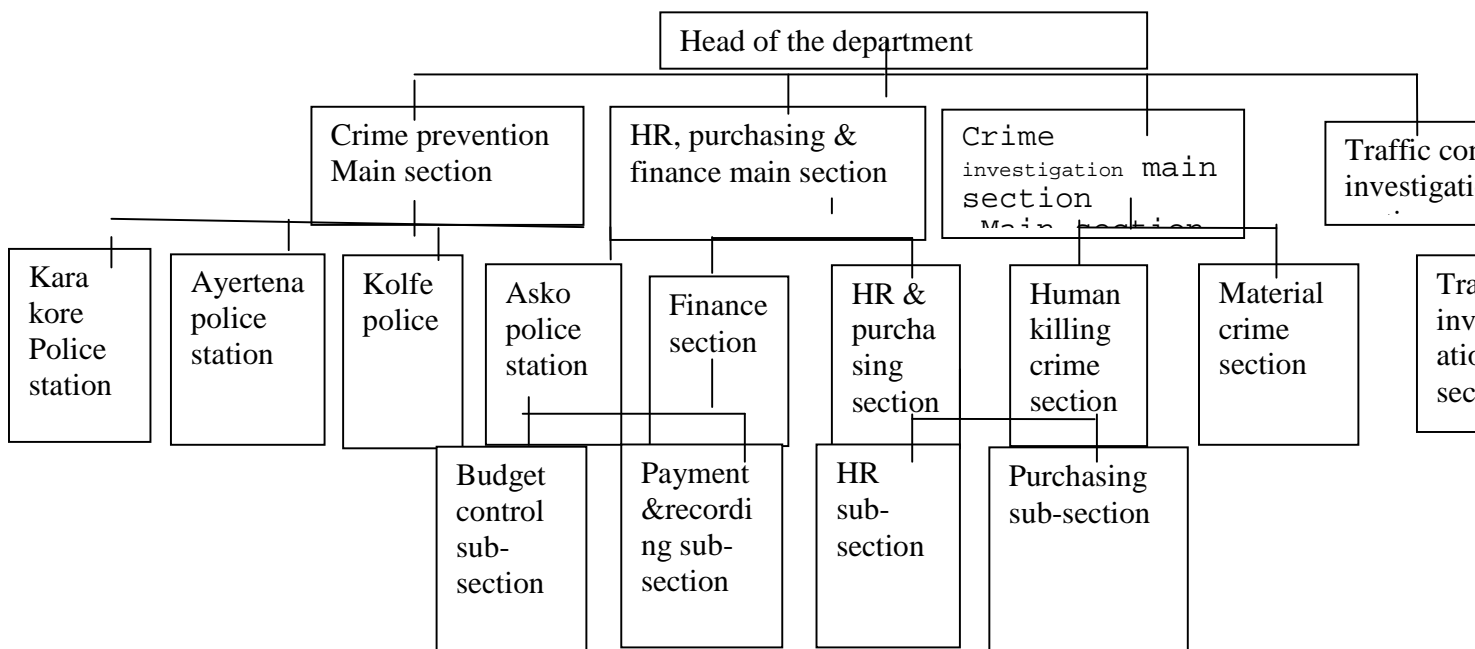
1. Crime prevention main-section
2. Crime investigation main-section
3. Traffic control and investigation main section
4. HR, purchasing and finance main-section.

Each main section has its own mission. The main mission of this police department is preventing the society from crime. But when crime is already happened, the department will investigate and forward the case to the court by its main- section called crime investigation main-section.

The duty of Traffic control and investigation main- section is controlling the road traffic system and investigating the crime of road traffic. The mission of crime defense main- section is preventing the crime proactively by using different police science methods. The HR, purchasing and finance main section perform the over all management duty in the department such as administrate the duty, responsibility and benefit of each employees, purchasing and distributing items, performing all accounting duties etc.

Under the Department there are four Police stations. Those Police stations have their own three main service provider sections. These are crime prevention section, crime investigation section and Administrative section. But the road Traffic control and investigation service only provide in center at the department head office.

Fig. 1 Organizational structure of kolfe keranyo District Police Department.



(source, Adopted form the HR sub-section of the department

1.2 Statement of the Problem

Organizational Conflict is an overt behavior of individual and group that create by perceived need and frustration. People bring unique hope, ideas and value to the work place which create conflict with in their personality, among themselves and groups.

In fact different types of conflict can have either positive or negative out comes. Conflict can be a positive and productive force in decision making and can potentially lead to stronger organizational performance when it is managed properly. But if employees believe that all conflict is dysfunctional and that efforts should be made to eliminate it then this situation would have negative impact on organizational performance and decision making process.

In kolfe keranyo District Police Department the existence of such kinds of conflict would seem inevitable that it increase individuals' disagreement over the work. This conflict is not only happen among employees but also among sections. And the Department did not applied appropriate way of managing conflict. Thus it creates tension in the work place and make problem in achieving Organizational goals.

With reference to kolfe keranyo district police department, the researcher tries to find answers for the following basic research questions:

1. What do the attitudes of subordinates and top level managements look like towards conflict?
2. What are the factors that bring about organizational conflict in kolfe keranyo district police department?
3. Does the organizational structure of kolfe keranyo district police department escalate or de-escalate conflict with in the main-sections?
4. How conflicts affect the police department objective?
5. What are the conflict management techniques practiced in the department?

1.4. Objectives of the Study

1.4.1. General Objective.

The main objective of this study is finding out how conflict handled in the Kolfe Keranyo District Police Department work place.

1.4.2. Specific Objectives

1. To assess the attitudes of employees towards organizational conflict.
2. To evaluate whether the existing organizational structure escalates or de- escalates the Organizational conflict
3. To assess the conflict resolution and conflict stimulation technique practiced in the kolfe keranyo District Police Department.
4. To evaluate the out comes of conflict in the department
5. To identify the causes responsible for generating conflict with in individual employees, and among main sections.

1.5. Significance of the study

It adds new insights to the existing knowledge, experience and practice of Conflict management. The study may assist top level officers at different levels in the department as to how adopt appropriates conflict management techniques that benefit both employees and organizational goals. It may also serve for further study in the area for other research field.

1.6. Scope of the study

Since the sources of conflict in one organization can be endless, I will limit the Study area in order to make it manageable. Thus, the study will only focus on the intra- organizational conflict of the department. In this type of conflict the study will give attention to interpersonal, inter-group (structural) and inter-level conflicts. This study also focus only on the kolfe keranyo District Police Department offices that found in one of the sub-city of Addis Ababa called Kolfe keranyo sub-city at Atena Tera. The study excludes the filed worker officers and the data only cover the 2001 and 2002 years.

1.7. Definition of terms and Concept

1. Intra organizational conflict: - implies conflict with in individual, among individual and groups.
2. Inter organizational conflict: - means conflict between two organizations.
3. Dysfunctional conflict: - means conflict which hinders organizational performance.
4. Superiors are officers who have higher rank like commander, chief inspector, inspector and duty Inspector
5. Subordinate police officers are officers who have lower ranks like assistant inspector, chief sergeant, sergeant, duty sergeant, assistant sergeant and constables.
6. K.K .D.P.D:- kolfe keranyo District Police Department.

1.8. Limitations of the study

Because of time, financial constraints and lack of experience in research work, the Paper is very narrow in scope in that it does not exhaustively dig out all aspects of Conflict management issues in the work place. Another limitation of this study is that only permanent office employees of the Department will considered as sampling frame because of collecting questionnaire formats is difficult from field work office.

1.9. Research Design Methodology

1. 9.1. Research Design

As it is mainly mentioned in objectives of the study the aims of the study are, among other things, to portray individual's view towards conflict, to assess the conflict situation or level and the conflict management aspect in the study area. Hence, the data needed for the above issues are qualitative in nature.

1.9.2. Population & sampling technique

1.9.2.1 Population

The numbers of employees who are working in the kolfe keranyo District police Department are 455. And, employees who are working in the field (from both Crime Investigation and Traffic control and investigation main sections) are 281. Since this study is not focus on field workers, the total population of the study was 174(455-281).

Table: classification of population by main section and level of ranks.

No.	Main section		superiors	subordinates
1	Crime prevention main section	64	21	43
2	HR, purchasing and Finance Main section	25	9	16
3	Crime Investigation main section	57	17	40
4	Traffic control and Investigation main section	28	11	17
Total		174	58	116

1.9.2.2 Defining sample units

In order to get reliable and dependable information, the total population has classified in to superior officers and subordinate officers. But as it is indicated in the scope and limitation of the study the data gathered only from permanent office employees of the department. Then, especially the sample frame is conducted from each main section according to their positions.

1.9.2.3. Determining sample size

As it is indicated above, the samples of this study is classified by four main sections and positions of employees. The rule of sample section will be 30% from each main sections. The total sample size will be 60. The samples from each unit is computed as follows

Table: classification of sample by main section and level of ranks

No.	Main section	superiors	Subordinate
1	Crime prevention main section	7	14
2	HR, purchasing and Finance Main section	3	6
3	Crime Investigation main section	6	14
4	Traffic control and Investigation main section	4	6
	Total	20	40
		60	

1.9.2.4. Sampling Techniques

To give equal chance to each sample representative of the four main section a Probability random sampling method and stratified random sampling techniques are used.

1.9.3 Types of data to be used

Primary data are gathered through questionnaire and interview technique.

1.9.4. Method of data collection

Questionnaire and unstructured interview are used in order to collect primary data. Both open and cloth ended questions are included in questionnaire.

Questionnaires are distributed to respondent. And unstructured Interview technique is applied in some cases to supplement data which is not covered by questionnaire.

1.9. 5. Method of data analysis

Data are summarized and organized based on the basic research questions and then analyzed using descriptive statistics method. Tables and Bar & pie charts are used to analyze the respondent response. And following analysis, data are interpreted and discussed by comparing with the general facts and theoretical frame works.

1.10. Organization of the final paper

This research paper consists of four chapters. The first chapter contains the introduction part which includes back ground of the study, statement of the problem, objectives, and significance of the study, scope of the study, research methodology as well as the structure of paper.

The second chapter deals with theoretical frame work of conflict issues in organizations. Views of different authors about the subject under study will be stated and critically investigated in this chapter.

In the third chapter the empirical evidences that will gather through questionnaire an unstructured interview technique will be analyzed interpreted and disused.

The final chapter will present summary of findings, conclusions and recommendations.

CHAPTER TWO

Review of Related Literature

2.1 Definition of Conflict

Conflict is a type of behavior which occurs when two or more parties are in opposition as a result of perceived relative deprivation from the activities of or interacting with another person or group. (Litter 1969,382)

Organizational conflict is a disagreement between two or more organization members or groups arising from the fact that they must engage in interdependent work activities and/or from the fact they have different statuses, goals, values, perceptions. (Stoner and Edward 1989, 391)

Conflict is an overt behavior that results when an individual or group of individuals think a perceived need or needs of the individual or group of individual has been frustrated or is about to be frustrated. (Rue and Lloyd 1977, 402)

Conflict is a process that begins when one party perceives that another party has negatively affected, or is about to negatively affects, something that the first party cares about. (Robbins 2003, 396)

As Barbara (2002, 380) noted, many conflict definitions collectively imply the following aspects. First, conflict must be perceived by the parties to it, otherwise it doesn't exist. Second , one party to the conflict must perceived as about to do, or actually be doing, something which the other party or parties do not want- in other words there must be opposition. Third, some kind of interaction must take place. .

2.2 The Nature of Conflict

Under this topic, the following issues will be discussed in detail

- Different perspectives on conflict
- Types of conflict, and
- Cause of conflict in organizations

2.2.1 Different Perspectives on Conflict

There are three major perspectives on conflict as Robbins (2003, 399) noted them school of thought.

One school of thought – traditional view of conflict has argued that conflict must be avoided. Another school of thought, the human relations view argues that conflict is a natural and inevitable phenomenon. The third school of thought is inter-actionist approach which argues that some conflict is absolutely necessary for group to perform effectively. Let us look at each of these views.

The Traditional View

The early approach to conflict assumed that all conflict was bad, conflict was viewed negatively, and it was used synonymously with such terms as violence, destructive, and irrationality to reinforce its negative connotation. Conflict, by definition, was harmful and was to be avoided (Robbins 2003, 399).

Rue and Lloyd (1977, 402) also noted that “Conflict in organizations is often assumed to be unnatural and undesirable to be avoided at all costs; they further noted that the management of conflict with the traditional view assuming that:

- Conflict is avoidable
- Conflict is the result of personality problems with in the organization.
- Conflict produces inappropriate reactions by the persons involved.
- Conflict creates a polarization with in the organizations.

However, according to Rue and Lloyd (1977, 403) the traditional view is not right assumption rather conflict is perfectly natural and should be executed to occur.

The Human Relations View

This view argued that conflict was a natural occurrence in all groups and organizations. Since conflict was inevitable, the human relations school

advocated acceptance of conflict can not be eliminated and there are even times when conflict may benefit a group's performance (Robbins 2003, 399) Similarly, Mealie and Gary (1996, 430) noted that conflict could have both positive and negative consequences for the organization. Since the late 1960, behavioral scientists were turning their attention from conflict resolution to issues of conflict management. In other word, the constructive or destructive consequences of conflict are a function of how conflict is managed.

The Inter -actionist View

The belief of this view is that conflict is not only a positive force in a group but that it is absolutely necessary for a group to perform effectively.

Robbins (2003,399) puts the difference between the human relations view and the inter-actionist view by saying 'while the human relations approach accepted conflict, the inter-actionist view encourages conflict on grounds that a harmonious, peaceful and cooperative group is prone to becoming static, apathetic, and non - responsive to needs for change and innovation.'

Robbins (2003,399) further explained that the major contribution of the inter actionist approach, therefore, is encouraging group leaders to maintain an ongoing minimum level of conflict - enough to keep the group viable, self critical, and creative. Mealiea and Gary (1996,235) also noted that conflict management may require managers either to resolve (reduce) conflict when it threatens organizational effectiveness or stimulate when conflict levels are too low. According to Rue and Lloyd (1977,404) management must know when to eliminate conflict and when to build on it.

Such a view of conflict recognizes not only that conflict is inevitable but also that it should sometimes be encouraged in order to allow new ideas, to surface and to create positive forces for innovation and change (Quinn 2003, 88)

Stoner and Edward (1989, 393) have clearly put the distinction between the old (traditional view) and current views (Inter – actionist view) of conflict in the following manner.

Table 2.1 old and current views of Conflict

Old View	Current View (Cotemporary View)
Conflict is avoidable and harmful	Conflict is inevitable and even necessary.
Conflict is caused by management errors in designing and managing organizations or by troublemakers.	Conflict arises from many causes, including organizations differences in goals, differences in perceptions and values of specialized personnel, and so on.
Conflict disrupts the organization and prevents optimal performance.	Conflict contributes to and detracts from organizational performance in varying degrees.
The task of management is eliminating conflict.	The task of management is to manage the level of conflict and its resolution for optimal organizational performance.
Optimal organizational performance requires the removal of conflict.	Optimal organizational performance requires a moderate level of conflict.

(Source: Adapted from Stoner and Edward (1989): management,392)

Stoner and Edward (1989, 393) explain the inter –actionist view as follow:

“This view still suggests that much conflict is dysfunctional: it can harm individuals and impede the attainment of organizational goal. But some conflict can also be functional because it may make Organizations more effective. Conflict can also lead to a search for solutions. Thus, it is often an instrument of organizational innovation and change.”

Here what we have to understand is that the inter-actionist view does not consider that all conflicts are good. Rather, some conflicts support the goals of the group and improve its performance; these are functional constructive

forms of conflict. In addition, there are conflicts that hinder group performance; these are dysfunctional or destructive forms of conflict.

As it has been explained above, many organizational behavior literature authors advocate the inter-actionist view and they indicate that conflict itself is not undesirable; whether a conflict is good or bad depends on the type of conflict and the way in which of conflict is managed. Now, let us look at types of conflict.

2.2.2 Types of Conflict

According to Stoner and Edward (1989, 395) there are six types of conflict in organizational life:

1. Conflict within the individual occurs when an individual is uncertain about what work he or she is expected to perform, when some demands of the work conflict with other demands, or when the individual is expected to do more than he or she feels capable of doing. This type of conflict often influences how an individual responds to other types of organizational conflict.
2. Conflict among individuals in the same organization is frequently seen as being caused by personality differences. More often, such conflict erupts from role – related pressures (as between managers and subordinates) or from the manner in which people personalize conflict between groups .
3. Conflict among individuals and groups is frequently related to the way individuals deal with the pressures for conformity imposed on them by their work group.
4. Conflict among groups in the same organization
5. Conflict among organizations, and
6. Conflict among individuals in different organizations.

Rue and Lloyd (1977, 407) on the other hand, classify conflict into intrapersonal, interpersonal and inter group conflict. Intrapersonal conflict occurs when a drive is blocked before the goal is reached.

This, in turn, creates frustration and anxiety. Responses to frustration and anxiety vary and can be expressed through withdrawal behavior (higher absenteeism, and turnover rates), aggression (sabotage and other destructive work acts), excessive drinking, drug abuse, and more subtle responses such as ulcers or heart trouble.

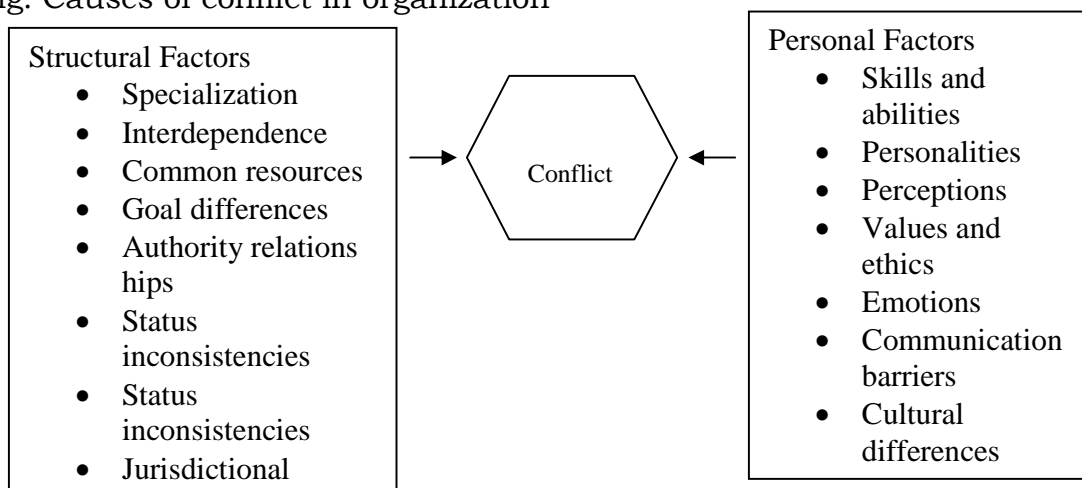
The second type is interpersonal conflict –conflict between two or more individuals. This conflict occurs when two individuals find themselves at odds, in disagreement, or in opposition when dealing with goals, behaviors, allocation of resources feeling and values.

The third type of conflict is inter-group conflict. This type of conflict results from the organizational structure and may be relatively independent of the individuals occupying the roles within the structure.

2.2.3. Source of Conflict in Organizations

According to Nelson and Quick (2000:424), Sources of conflict can be classified into two broad categories : structures factors which stem from the nature of the organization and the way in which work is organized , and personal factor , Which arise from differences among individuals

Fig. Causes of conflict in organization



Source: Nelson, Debras L. and James Campbell Quick (2000). **Organizational Behavior**: Foundations, Realities, and challenges, 3rded.

Structural factors

The cause of conflict related to the organization's structure includes specialization, interdependence, common resources, goal differences, authority relationships, status inconsistencies and jurisdictional ambiguities.

SPECIALIZATION

When jobs are highly specialized, employees become experts at certain tasks. For example, at one software company, there is one specialist for databases, one for statistical packages, and another for expert systems. Highly specialized jobs can lead to conflict, because people have little awareness of the tasks that others perform

INTERDEPENDENCE

Work that is interdependent requires groups or individuals to depend on one another to accomplish goals. Depending on other people to get work done is fine when the process works smoothly. However, when there is a problem, it becomes very easy to blame the other party and conflict escalates.

COMMON RESOURCES

Any time multiple parties must share resources, there is potential for conflict. This potential is enhanced when the shared resources become scarce.

GOAL DIFFERENCES

When work groups have different goals, these goals may be incompatible. Often these types of conflict occur because individuals do not have knowledge of another department objective.

AUTHORITY RELATIONSHIPS

The nature of a traditional boss- employee relationship brings to mind a vision of a hierarchy or of a boss who is superior to the employee. For many employees, this relationship is not a comfortable one, because another

individual has the right to tell them what to do. Some people resent authority more than others, and obviously this creates conflicts. In addition some bosses are more autocratic than others this compounds the potential for conflict in the relationship.

STATUS INCONSISTENCIES

Some organizations have a strong status difference between management and non management workers. Managers may enjoy privileges- such as flexible schedules, personal telephone calls at work, and longer lunch hours that are not available to non management employees. This may result in resentment and conflict.

JURISDICTIONAL AMBIGUITIES

Have you ever telephoned a company with a problem and had your call transferred through several different people and departments? This situation illustrates jurisdictional ambiguity that is unclear lines of responsibility within an organization. When a problem occurs for which there is no definite source of responsibility, workers tend to pass the buck, or avoid dealing with the problem conflicts emerge over responsibility for the problem.

Personal factors

The causes of conflict that arise from individual differences include skills and abilities, personalities, perceptions, values and ethics, emotions, communication barriers, and cultural differences.

SKILLS AND ABILITIES

The workforce is composed of individuals with varying levels of skills and ability . Diversity in skills and abilities may be positive for the organization, but it also holds potential for conflict, especially when jobs are interdependent. Experienced, competent workers may find it difficult to work alongside new and unskilled recruits. Workers can become resentful when their new boss, fresh from college, knows a lot about managing people but is unfamiliar with the technology with which they are working.

PERSONALITIES

Individuals do not leave their personalities at the doorstep when they enter the workplace. Personality conflicts are realities in organizations. To expect that you will like all of your coworkers may be a naïve expectation, as would be the expectation that they will all like you.

PERCEPTIONS

Difference in perception can also lead to conflict. One area in which perceptions can differ is the perception of what motivates employees.

If managers and workers do not have a shared perception of what motivates people, the reward system can create conflicts. Managers usually provide what they think employees want rather than what employees really want.

VALUES AND ETHICS

Difference in values and ethics can be sources of disagreement. Older workers, for example, value company loyalty and probably would not take a sick day when they were not really ill. Younger workers, valuing mobility, like the concept of mental health days, or calling in sick to get away from work. This may not be true for all workers, but it illustrates that differences in values can lead to conflict.

EMOTIONS

The mood of others can be a source of conflict in the work place. Problems at home often spill over into the work area, and the related moods can be hard for others to deal with.

COMMUNICATION BARRIERS

Communication barriers such as physical separation and language can create distortions in messages, and these can lead to conflict. Another communication barrier is value judgment in which a listener assigns a worth to a message before it received.

CULTURAL DIFFERENCES

While cultural difference is assets in organizations, sometimes they can be seen as sources of conflict. Often these conflict stem from a lack of understanding of another cultures.

2.3 Stages of Conflict Process

According to Quinn (2003, 91), the conflict process has four stages. In the first stage, the conflict is latent. Neither party senses the conflict, but it is the presence of conditions that create opportunities for conflict to arise. The situations could be individual or group differences or organizational structure.

When the potential conflict situation is perceived by one or more of the individual or groups, the conflict moves to the second stage. In this stage, individuals become cognitively or emotionally aware of the differences. This stage is called cognition and personalization. Each of the two parties may attribute intentional and unjustifiable acts to the other. Emotional reactions may take the form of anger, hostility, frustration, anxiety, or pain.

In the third stage, the conflict moves from a cognitive and / or emotional awareness to action. In this stage, the conflict becomes over, and the individuals or groups implicitly or explicitly choose to act to resolve the conflict or to escalate it. Actions to escalate the conflict include various forms of aggressive behaviors, such as verbally (or physically) attacking the other persons or group , acting in ways that purposefully frustrate others attainment of goals or attempting to engage others in the conflict by getting them to take sides against the other party.

The fourth stage of conflict is the outcome or aftermath. The action-reaction interplay between the conflicting parties results in consequences. Actions taken in the third stage directly affect whether the outcomes are functional or dysfunctional.

2.4 Consequences of Organizational Conflict

As Nelson and James (1994, 400) noted, the key point to conflict management is that managers should stimulate functional conflict and prevent or resolve dysfunctional conflict.

They further clearly point out the positive and negative consequences of conflict in this manner:

Functional conflict is a healthy, constructive disagreement between two or more people. This can produce new ideas, learning, and growth among individuals. When individuals engaged in constructive conflict, they develop a better awareness of themselves and other. In addition, functional conflict can improve working relationships, because when two parties work through their disagreement, they feel they have accomplished something together. By realizing tensions and solving problems in working together, morale is improved. Functional conflict can lead to innovation and positive change for the organization. Because it tends to encourage creativity among individuals, this positive form of conflicts can translate in to increased productivity. A key for recognizing functional conflict is that is it often cognitive in origin; that is, it arises from someone challenging old policies or thinking of new ways to approach problems.

Dysfunctional conflict is an unhealthy, destructive disagreement between two or more people. Its danger is that it takes the focus away from the work to be done and places the focus on the conflict itself and the parties involved. Excessive conflict drains energy that could be used more productively.

A key for recognizing a dysfunctional conflict is that its origin is often relying on threats, deception, and verbal abuse to communicate. In dysfunctional conflict, the losses to both parties may exceed any potential gain from the conflict.

As Robbins (2003,403) noted, the following points are considered as positive (functional) outcomes of organizational conflict- specifically for task and process conflicts.

- ❖ Conflict enables individuals to re-evaluate their stance, usually arriving at a satisfying solution in the interest of the organizations,
- ❖ It stimulates creativity and innovation,
- ❖ It encourages interest and curiosity among group members,
- ❖ It provides the medium through which problems can be aired and tensions released,
- ❖ It reduces the likelihood of group think – it does not allow the group to passively make decisions that may be based on weak assumptions, inadequate consideration of relevant alternatives,
- ❖ It challenges the status quo and therefore furthers the creation of new ideas,
- ❖ It promotes reassessment of group goals and activities , and
- ❖ It increases the probability that the group will respond to change.

On the other hand, the destructive consequences of conflict on a group's or organization's performance include: a retarding of communication, reductions in group cohesiveness, and subordination of group goals to the primacy of infighting between members. At the extreme conflict can bring group functioning to a halt and potentially threaten the group's survival (Robbins 2003, 403)

Table 2.2 Consequences of conflict

Positive Consequences	Negative Consequences
<ul style="list-style-type: none">- Opens up an issue in a confronting manner- Develops clarification of an issue- Improves problem – solving quality- Increase involvement- Provides more spontaneity in communications- Initiates growth- Strengthens a relationship when it is resolvedcreativity- Helps increase productivity	<ul style="list-style-type: none">- Diverts energy from the real task- Destroys morale- Polarizes individuals and groups- Depends differences- Obstructs cooperative action- Creates suspicion and distrust- Decreases productivity

Source: Mealiea and Gary (1996) Skills to managerial success: Theory experience, and practice 432.

2.5 Conflict Management strategies and Techniques

2.5.1 Conflict Management strategies

According to Nelson and Quick (2000, 440), the Overall approach(or strategy) we use in a conflict is important in determine whether the Conflict will have a positive or negative outcomes. These strategies are competitive versus cooperative strategies. The competitive strategy is founded on assumptions of Win-lose and entails dishonest communication, mistrust, and a rigid position from both parties. The cooperative strategy is founded on the potential for Win-Win out comes, honest communication, trust , openness to risk and vulnerability, and the notion that the whole may be greater than the sum of the parts.

Table: Win-lose Versus Win –Win strategies

Strategy	Department A	Department B	organization
Competitive	Lose	lose	lose
	Lose	win	lose
	Win	lose	lose
Cooperative	win	win	win

Source: Nelson, Debras L. and James Campbell Quick (2000). **Organizational Behavior: Foundations, Realities, and challenges**, 3rd ed.

2.5.2 Conflict Management Techniques

Nelson and Qulick (2000,442) discussed some effective conflict management Techniques. These are super ordinate goals, expanding resources, changing personnel, changing structure, and confronting and negotiating.

Superordinate goals: - An organizational goal that is more important to both parties in a conflict than their individual or group goals in a superordinate goals. Superordinate goals can not be achieved by individual or by one group alone. The achievement of these goals requires cooperation by both parties. This helps them realize their similarities rather than their differences.

Expanding Resources: - If the conflicts source is common or scarce resources, providing more resources may be a solution.

Changing personnel: - Sometimes a conflict is prolonged and severe, and efforts at resolution fail. In such cases, it may be appropriate to change personnel. Transferring or firing an individual may be the best solution, but only after due process.

Changing structure: - Another way to resolve a conflict is to change the structure of the organization. One way of accomplishing this is to create an integrator role.

An integrator is a liaison between groups with very different interests. In severe conflicts, it may be best that the integrator be neutral third party. Creating the integrator role is away of opening dialogue between groups that have difficulty communicating.

Using cross-functional teams is another way of changing the organization's structure to manage conflict. In the old methods of designing new products in organization, many departments had to contribute, and delays resulted from difficulties in coordinating the activities of the various departments. Using a cross functional team made up of members from different department improves coordination and reduces delays by allowing many activities to be performed at the same time rather than sequentially. The team approach allows members from different department to work together and reduces the potential for conflict.

Confronting and Negotiating: - Some conflicts require confrontation and negotiation between the parties. Both these strategies require skill on the part of the negotiator and careful planning before engaging in negotiations. The process of negotiating involves an open discussion of problem solutions. (Nelson and Quick 200,443)

2.6 Conflict Management Style

Managers have a variety of conflict management styles. Nelson and Quick (2000,443) noted that there are five types of conflict management styles. These are Avoiding, Accommodating, Competing, Compromising and Collaborating .These styles classified according to their assertiveness (the extent to which you want your goals met) and cooperativeness (the extent to which you want to see the other party's concerns met)

Avoiding:- is a style low in both assertiveness and cooperativeness. Avoiding is a deliberate decision to take no action on a conflict or to stay out of a conflict situation

Accommodating:- A style in which we are concerned that the other party's goals be met but relatively unconcerned with getting your own way is called accommodating.

It is cooperative but unassertive. Appropriate situations for accommodating include time when you find you are wrong, when you want to let the other party have his /her way in order remain the individual that he / she woes you similar treatment later, or when the relationship is important. Over reliance on accommodating have its dangers. If managers constantly defer to other, others may lose respect for them. In addition accommodating managers may become frustrated because their own needs are never met, and they may lose self -esteem.

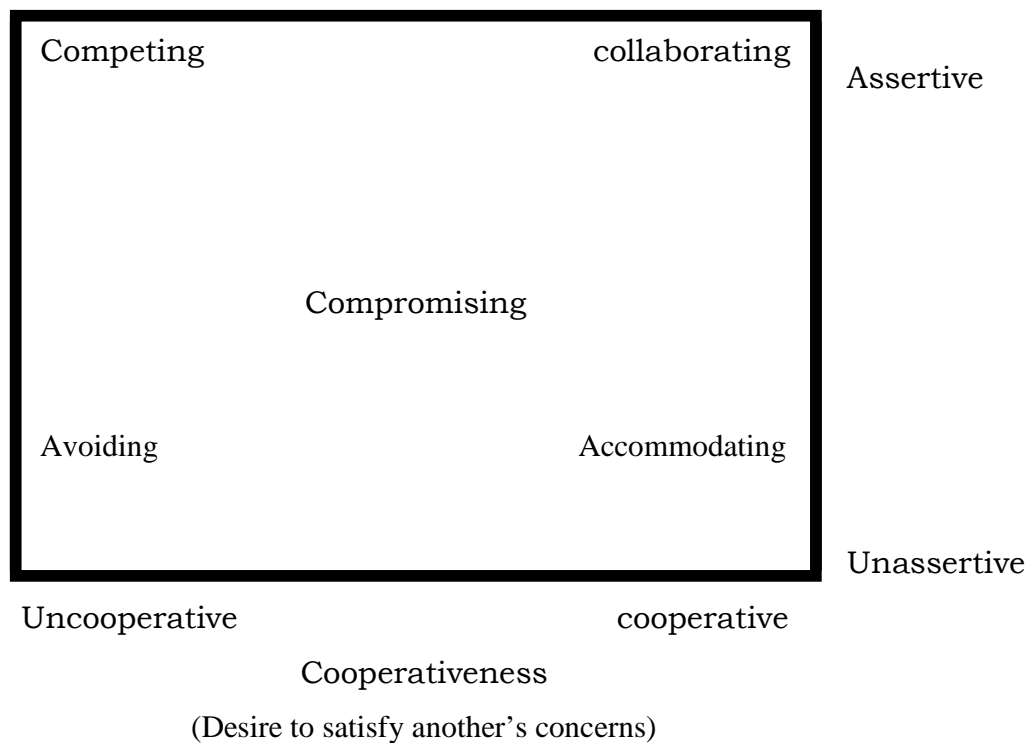
Competing: - is a style that is very assertive and uncooperative. You want to satisfy your own interests and are willing to do so at the other party's expense. In an emergency or in situations where you know you are right, it may be appropriate to put your foot down.

Compromising:- The compromising style is intermediate in both assertiveness and cooperativeness, because each party must give up something to reach a solution to the conflict. Compromises are often made in the final hours of union management negotiations, when time is of the essence. Compromise may be an effective backup style when efforts toward collaboration are not successful.

Collaborating:- A win -win style that is high on both assertiveness and cooperativeness is known as collaborating. Working toward collaborating involves an open and thorough discussion of the conflict and arriving at a solution that is satisfactory to both parties.

Situations where collaboration may be effective include times when both parties need to be committed to a final solution or when a combination of different perspectives can be formed into a solution.

Collaborating requires open, trusting behavior and sharing information for the benefit of both parties. Long term, it leads to improved relationships.



Source: Nelson, Debras L. and James Campbell Quick (2000). **Organizational Behavior: Foundations, Realities, and challenges**, 3rd ed..

CHAPTER THREE

Data Analysis and interpretation

In this chapter, the data that gathered from the primary sources are analyzed and interpreted in relation to the research question and objectives. The data were gathered by using the questionnaire and unstructured interview techniques. And data will be interpreted with reference to literature review. But before doing so, it is useful to introduce the readers about the background of the respondents, the distributed questionnaires and interview questions.

Information that is important for the study has been collected from two different categories of respondents i.e. the first category is employees who are not head of sub-section; section or main section in the department(subordinates) and the second category is employees who are head of sub-section, section and main section(superiors).

The researcher was distributing questionnaires for 60 samples of superiors and subordinates. And all of those questionnaires were filled by employees and returned back on time.

Concerning the types of questions, employees who are not head of any section have been given 13 closed ended and 3 open ended questions. And employees who are head of section have been given 21 closed-ended questions.

Organization of the questions for analysis

In order to easily analysis the respondent of the questions, the researcher organized similar and coherent questions through gathering the questions together that provide for both subordinates and superiors as follows.

1. Personal information questions
2. Questions related to background of conflict of employees
3. Knowing with whom employees make conflict
4. Evaluation of the extent of conflict
5. Stage of conflict in each section of the department
6. Causes of conflict
7. Consequences of conflict

8. Stimulation method of conflict
9. Resolution method of conflict

Before proceeding to issues regarding the research objectives, let us look at the general characteristics of the respondents.

3.1. Personal characteristics of the respondents

Table 3.1. Personal characteristics of the respondents

No	Items	Respondents			
		Subordinates		Superiors	
		No	%	No	%
1	Sex				
	- Male	21	52.5	19	95
	- Female	19	47.5	1	5
	Total	40	100	20	100
2	Level of education				
	- Below certificate	33	82.5	0	0
	- Certificate	7	17.5	13	65
	- Diploma	0	0	7	35
	- Degree	0	0	0	0
	- Above degree	0	0	0	0
	Total	40	100	20	100
3	Year of service				
	- Below 5	4	10	0	0
	- 5 - 10	28	70	11	55
	- 11 - 15	8	20	8	40
	- Above 16	0	0	1	5
	Total	40	100	20	100

Source: based on data gathered from questionnaire.

Item 1 of table 3.1 shows that 21 (52.5%) of subordinates respondents were male where as the remaining 19(47.5 %) were female. From the superiors category, 19 (95%) and 1 (5%) of the respondents were male and female respectively. This data indicate that the subordinates sample units of this paper is good in gender participation but there is unbalance sample units of superiors in gender participation.

Regarding their level of education, only 33(82.5%) of the subordinate respondent were below certificate but there was no any superior respondent below certificate .The remaining 7(17.5%) of subordinate and 13(65%) of superiors were diploma holders. Note that the certificate which indicates in this data is not a certificate to be a police member. But it is a certificate which provide by the Ethiopian police college in a specific filed. And most of those diploma graduates also had got their diploma from the Ethiopian police college in similar manner.

Thus, such kind of level of education may indicate that the Addis Ababa police commission was working well to increase the police professional expert in the higher level positions. But the police commission was not give attention for the subordinate. And, it is logical to say that the police commission has unattractive compensation policy for subordinates. The policy has only great emphasis for higher level rank police officer or for employees who are head of sections.

AS indicated in the above table, only 4 (10%) of subordinates respondents have below 5 year work experience. And 28 (70%) of the subordinate and 11 (55%) of the head of sections were between 5 and 10 regarding their service years.

The reaming 8 (20%) and 8 (40%) of the subordinate and superiors have between 11 and 15 year of working experiences. But only 1 (5%) of the superiors has working experiences of above 16 years. This indicates that employees who have working experience of above 16 might found in the department. This data also may indicate that either subordinate or higher level rank employees were not interested working in the department from different reasons.

3.2 Attitudes of respondents towards organizational conflict

Table 3.2 back ground of respondent towards conflict in their offices

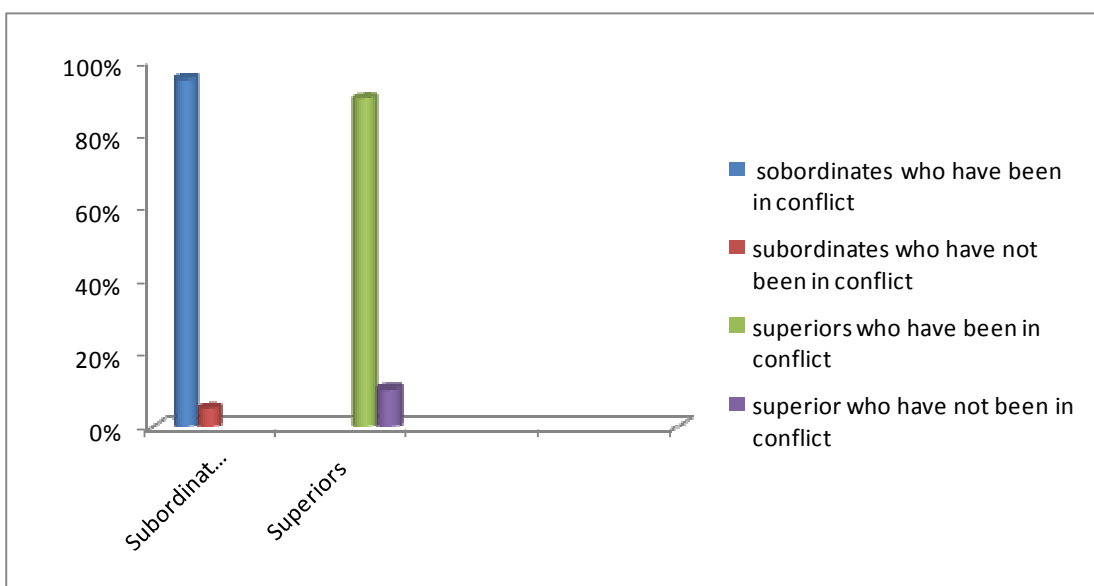
No	Items	Subordinates	
		No	%
1	Have you been in conflict with any one in your section or one in his /her section or another section		
	yes	38	95
	No	2	5
	Total	40	100
2	Do you know any employees that have been in conflict with another one in his/her section /other section?		
	Yes	32	80
	NO	8	20
	Total	40	100

No	Items	Superiors	
		No	%
1	Is there any conflict among employees/group in your section?		
	yes	18	90
	No	2	10
	Total	20	100
2	Do you know any sections that have conflict among employees/groups?		
	Yes	15	75
	No	5	25
	Total	20	100

Item 1 of table 3.2 indicates that most employees were agreed that there were high conflict among employees and sections. From this data we can show that 38 (95%) of the subordinate have been in conflict with other employees and only 2 (5%) of them have not been in conflict with others. And with reference to the next item 2 questions those 32 (80%) of subordinate employees indicate that they knew employees who have been in conflict each other and with other section employees. But only 8 (20%) of subordinate employees didn't knew that any employees who have been in conflict.

On the other hand, 18(90%) of superior employees agreed that they knew well employees who have been in conflict each other, and 2(10%) of those employees of head section didn't knew employees who have been in conflict each other.

And 15(75%) of employee who were head of sections supported that there was conflict among each section of employees in the department. By contrast, 5(25%) of head of sections didn't knew whether there was conflict among employees in other sections or not. The following figure summarizes the back ground of the respondent towards conflict.

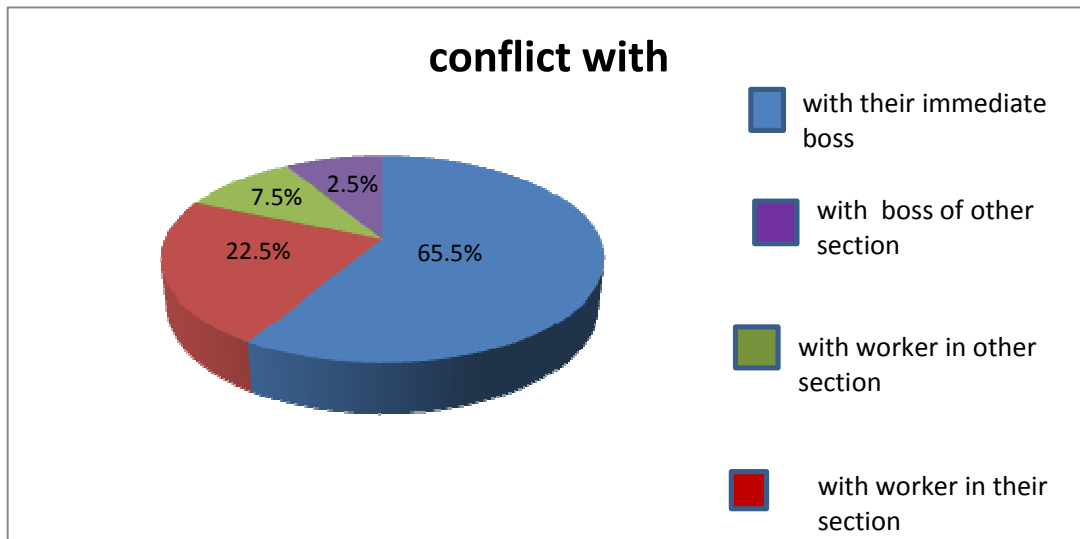


In general, the data that I got from the questionnaire about background of employees show us there is high conflict among employees and section in the department.

3.3 With Whom did employees and sections have been in Conflict.

With reference to question No.8 of closed ended questionnaire which provide for subordinate employees, 27 (65.5%) of respondent indicate that they have been in conflict with their immediate boss, 9 (22.5%) of them with other subordinate employees who work in the section, 3 (7.5%) of subordinate employees indicate they have conflict with worker that found in other sections. And lastly, 1 (2.5%) of the sample subordinate employees put that they have been in conflict with bosses of other sections.

The following figure can summarize that with whom most subordinate had in conflict



Source: the primary data of questionnaire

From the above discussions, most subordinate employees were responded that they were in conflict with their immediate boss.

This data show us there was severe conflict between superiors and subordinate that the superiors attempt to control the subordinate too flighty and the subordinate resist to be free to do their jobs. Such kinds of reasons may come from disciplinary resistance to change etc.

The second types of conflict which happened in the kolfe keranyo district police department was the conflict among employees in their section.

This data also show us there were different and many reasons which could be made conflict among employees such as misunderstanding of each other, the shortage of office resources etc.

Further more, conflict that happened among employees of one section with other section were the third types. Those conflicts might rise through different causes such as due to little awareness of partner's job, over load job etc. Even if, the conflict that happened among employees in one section with other section boss is little in percentage, the data show us there were some causes which made conflict among them.

Regarding the major types of conflict that happened in kolfe keranyo district police department, the respondents from the categories of boss were asked to rank the type of conflict based on severity that each section experienced.

The following table generally ranked the types of conflict that happened in the department.

Table 3.3 Rank of conflict types in kolfe keranyo district police department

No	With whom the conflict happened	rank
1	Among subordinates	2
2	Among different sections	4
3	Between subordinates and their boss	1
4	Between employees and HR sections	3

(Source: based on data from questionnaire)

As indicated in the table 3.3 by referring all 20 respondents of superiors, vertical conflict-conflict between subordinates and their bosses were the most severe type of conflict in the department. Those data clearly show that the superiors and the subordinates did not have good industrial relationship because of some reasons. Those causes of conflict in the office will be discussed in the next section.

The second rank was given for conflict that happened among subordinates. This data also show us there were some reasons that could made conflict among subordinate such as the functional units of each employees might be different, shortage of resource in the section etc.

Conflicts which happened between employees and HR section were ranked in the third position. Thus, these kinds of conflict might raised from different causes which mostly related with keeping the right of employees by HR section and keeping their own obligation by employees in the department. The horizontal types of conflict which happened among different sections were the last rank according to the data.

3.4 Evaluation of the extent of conflict

With reference to question No.9 which provided for evaluate the extent of conflict in both the subordinate and superior's questionnaires, the response of the respondent organized in the following table.

Table 3.4 General evaluation for extent of conflict

No	Item	subordinate	
		NO	%
1	How many times have you/other employees been in conflict with others in 2002 year?		
	One time	5	12.5
	Two times	6	15
	Three times	8	20
	Four and more than four times	21	52.5
	Total	40	100

Table 3.4 General evaluation for extent of Conflict

2	Item	Superiors	
	Extent of conflict	No	%
	Too much	4	20
	Moderate	12	60
	Little	3	15
	Too little	1	5
	Total	20	100

(Source: based on data from questionnaire)

As we can observe from the table 3.4, 21(52.5%) of subordinate employees agreed that they had in conflict with others more than four times, 8(20%) and 6(15%) subordinate employees also had in conflict with others three and two times respectively .But only 5(12.5%) of subordinate employees had one times in conflict with others in the year 2002.

The above data indicate that most subordinates Employees had in conflict with other employees more than four times. Thus, we can say that there was high conflict among the employees who were working in the kolfe keranyo district police department.

Item 2 of the same table indicate the level of conflict in the office. In connection with this topic, 60% of head sections respondent show that the extent of conflict was moderate. Furthermore, 20% of those bosses agreed that the conflict among employees of kolfe keranyo district police department was too much. But 15% and 5% of the respondent answered that the extent of conflict in the department were little and too little respectively.

Thus, data that the provided by superior employees briefly help the data that provided by the subordinate. So that the researcher generally assumes that there was conflict among employees and sections in the kolfe keranyo district police department.

According to stoner and Edward, moderate levels of conflict have far greater potential for functional out comes than do high levels. When the conflict level is moderate, the conflicting parties are more likely to learn and interact in constructive and problem solving ways. As the level of conflict escalates, however, destructive consequences will follow.

3.5 Stage of Conflict in each Section of the Department

Figure 3.5 stages of conflict

No	Stage	superiors	
		No	%
1	Expressed by only the differences of atti	1	5
2	Expressed by angry	3	15
3	Expressed by aggressive behaviars (verball attacking)	3	15
4	Expressed by attempting to engage others employees in the conflict	3	15
5	Expressed by the result in dyfancional consequences	8	40
6	Expressed by the result in functional canse gveces	2	10
Total		20	100

(Source: based on data from questionnaire)

As we see the data from the table 3.6, only 1(5%) of the respondents indicated the conflict among employees were only in the differences of attitudes. 3(15%) of the respondents were a greed that the conflict among employees were expressed in the level of angry, hastily or frustration each other.

And another 3(15%) of the respondents responded that the conflict among employees expressed by aggressive behavior such as verbal attacking. In addition to this 3(15%) of other respondents indicated that the stage of conflict was expressed by attempting to engage others employees in the conflict by getting them to take side against the other party.

But 8(40%) of the respondent responded that the stage of the conflict among employees was expressed by the result of dysfunctional consequences on attainment of their goal. Further more 2(10%) of the respondents were indicated that the stage of the conflict was expressed by the result in functional consequences on the attainment of thair goal.

In general the abave data show us most respondent argued that the conflict among employees in each section expressed by aggressive behaviors and attempted to engage other colleagues in the conflict by getting them to take side against the other party.

As Quinn (2003,91) noted that cognition and personalization comes after perceving the conflict situation .This emotional reaction can be changed in to variour forms of aggressive behaviours such as verbally (or physically) attacking the other persons , acting in ways that purposefully frustrated others, attainment of goals or attempting to engage others in the conflict by getting them to take side against the other party. This is called the third stage of conflict.

In other form of data that we observed from the table conflict that expressed by result in dysfunctional and functional consequences take highest part in the stages of conflict that happened among employees. According to Quinn noted that this kinds of stage is called the fourth and last stage of the conflicts. Further more the second and the first stage of the conflict that expressed by emotional reactions and only differences of attitude indicated by the respondent respectively.

3.6 The cause of conflict in kolfe keranyo dirriect police department

By knowing the sources of conflict, managers are better able to anticipate conflict and take steps to resolve it if it becomes dysfunctional (Kreitner, 1992: 377). Thus identifying the sources of conflict helps managers to manage conflict

Before I will go to analysis the data, I am classifying the causes of the conflict that happened in kolfe keranyo police department in to **personal factors** which rose from differences among employees and **structural factors** which stem from the natures of the organization and the way in which the work is organized.

Subordinate response analysis about personal factors which were the causes of conflict among employees in kolfe keranyo district police department

* Table 3.6.1 some personal causes of conflict

No	Causes of conflict	Subordinates	
		No	%
1	Due to differences in personal attitude of social participation	7	17.5
2	Due to violation of rule of regulation is the department such as absentee last coming on work place etc.	14	35
3	Due to unverified and false information these the boss have about the subordinates	24	60

As indicated in table 3.5 personal factors were the causes for the conflict in the office. To illustrate it by evidence, 24(60%) of subordinate employees assumed that their bosses have not good perception about them.

14(35%) of them also said that conflict was raised due to violation of role and regulation of the department like late coming their job, not accepting order from immediate boss, and absenteeism etc.

But 24 (60%) of subordinate employees responded that conflict were raised due to unverified and false in formation that their boss have about them. Thus, the data indicated above shows us the existence of much conflict between subordinate and their boss in each section .And the reasons behind the conflict was lack of good leadership approach of superiors that judged the subordinate without basic critical reasons.

The next reasons of the conflict in each section can be violation of rules and regulations by the subordinates like absenteeism, late coming on the work place, etc.

Even if the percentage is minimum than others there is also conflict that caused by differences in personal attitude in social participation. Thus, this implies that the human resource management did not emphasize on the participation of individuals on social activities that could made strong relationships among employees.

Subordinates response analysis about structural factors which were the causes of conflicts in kolfe keranyo district police department.

Table 3.6.2 some structural factors of conflicts

No	Causes of conflict	Subordinates	
		No	%
1	Due to unfair treatment of the boss that all subordinates did not have some privileges equally	3	7.5
2	Due to resources that employees share in office	15	37.5
3	Due to little awareness of employees about highly specialized and over load job that their colleagues have	7	17.5
4	Due to an autocratic authority of boss	37	92.5
5	Due to unfair assigning of employees on a new position which not consider past performance	27	67.5
6	Due to delegation of work that is not consider interest and ability of employees	30	75

Source: primary data of questionnaire.

In the structural factors of conflicts, 37(92.5%) of subordinate respondents were focus on the autocratic Authority of boss. And the next greater cause of conflict in the department was delegation of worker that was not considering the interest and ability of employees.

This cause was chosen by 30(75%) of the subordinate employees. 27(67.5%) of subordinates also indicated that the causes of the conflict in each section was unfair assigning of employees on a new position which not consider past performance.

Further more, 15(37.5%) of subordinate employees show that limitation and shared resources of the department was one of the cause of the conflict. 7(17.5%) and 3(7.5%) of the subordinate employees indicated that little awareness of other employees about highly specialized and over load of their job, and due to unfair treatment of boss that all subordinates did not have some privileges equally were the other causes for conflict in the department respectively.

Interview of HR personnel about some structural factors of conflicts

In addition to that I got data by using questionnaire from the subordinate about the structural factors of conflict; I had also got some data from the human resource personnel by forwarding the questions in unstructured interview form.

In my fourth interview question, I forward the question like “Do you feel that the department has problem of human resources and general budget?”

Here, the HR personnel argued that limitation of resources were found in the department. The personnel emphasized like budget, transportation facilities and personnel who trained in business and technology fields were limited in the department.

My first interviews question was that “what were the reasons behind leaving of employees in average from their job?”

The HR sub-section did not knew the reason of leaving employees from their job exactly but the personnel put some reasons which are not critically justified by studies and data like they leave the job for getting best income and they did not like the job itself.

With reference to the second interview question the researcher asked whether the HR personnel that think that the existing organizational structure comfortable for good coordination and cooperation among sections or not.

The response of HR personnel was that the structure of the department can help to coordinate and cooperate the sections, because the department is classified by main section, and sub-section according to the types of job. Thus, it is comfortable for coordination and cooperation among sections.

“To what extent does each tasks of employees are clearly defined and does each employee know about it?” was my third question which forward to HR personnel.

The Response of HR personnel was that the HR section has clear description about each position of jobs that was given from the main commission office. But the HR sub-section has not special personnel and position for introduces such kinds of job activity the section.

In another interview, the HR personnel responded that the human resource section of the department would consider the performance of employee to delegate on a new position of job. But the department has got the human resource from main commission office. And those employees who come from the commission office some time have not capacity to do their job properly.

In general all the above data's told us, structural factors were the main reasons behind the conflict among subordinates and between superior & subordinates. An autocratic authority of boss on the subordinates ,delegation of work that was not consider the interest and ability of employees, unfair assigning of employees on anew position which was no consider the performance of employees and limitation of resources in the department were the main causes that can put in rank respectively.

Even if the percentage of the respondent was minimum than the other reasons little awareness of employees each other about highly specialized and overload job, and unfair treatment of boss that all subordinate did not have some privileges equally were the reasons which made conflict in the kolfe keranyo district police department.

Analysis of superior responses concerning causes of conflict in each section

Table 3.6.3 causes of conflict responded by superiors of sections

No	Causes of conflict	Superiors	
		No	%
1	Due to the functional units of each employees groups are different	1	5
2	Due to each employees or groups are dependent each to accomplish their respective goal	20	100
3	Since there is unequal authority between each section, one sections always waist the order of another section to do their job.	15	75
4	Due to dissatisfaction of employees or group who received little recognition and advancement	12	60

Source: primary data of questionnaire.

Regarding the questions that used for identified for causes of conflict by superiors (as shown in table 3.6.3) 100% of the respondent urged that dependence among employees in each section to accomplish their respective goal were the first and the most cause of conflict in the department. 15(75%) of them indicated that unequal authority between each section were the cause of conflict in the department. And 12(60%) of superiors showed that dissatisfaction of employees or groups who received little recognition and advancement were the causes of the conflict in each section.

Further more, I had forward some questions for superiors to compare and contrast the response of them with subordinate concerning structural factors.

Table 3.6.4 Additional structural causes of conflict

No	Items	superiors	
		No	%
1	Does the human resource section consider employees performance when assigning employees on a new position	3	15
	Yes		
	No	17	85
	Total	20	100
2	Do you appreciate your subordinate in setting goals of their job	2	10
	Yes		
	No	18	90
	Total	20	100

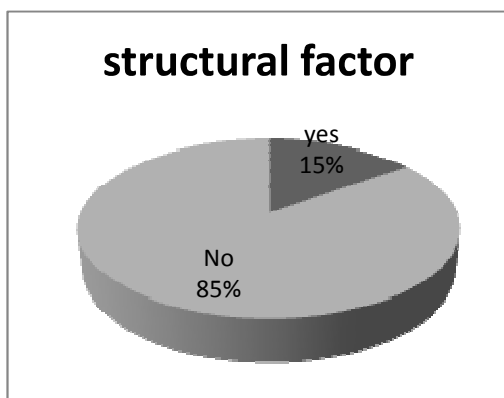


Figure: consideration of HR sub-section about performance of Employee's

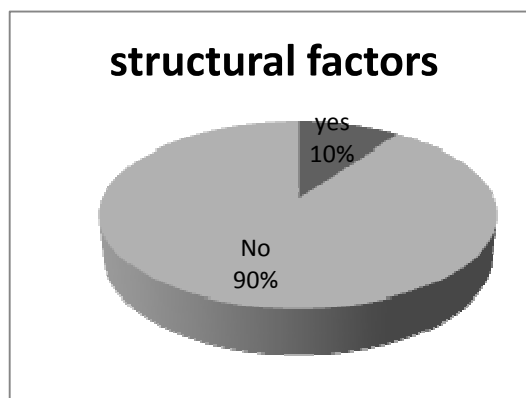


figure: appreciation of subordinates in Setting their job goal by Superiors

As indicated in table 3.6.4, 17(85%) of superior of sections argued that the human resource section of the department did not consider employees performance when assigning employees on a new position. But only 3(15%) of superiors were supported that the HR section did consider employees performance when assigning employees on a new position.

When we compare the response of the superior with the subordinate, it shows us both have similar perception regarding HR section activity. That is 67.5% of the subordinate (as shown in table 3.6.2) and 85% of superior of sections (as shown in table 3.6.4) argued HR section did not consider employees performance to assign employees on a new position of job. In another case, 18 (90%) of superiors indicated that the HR subsection did not appreciated the subordinates in setting the goals of the job. But 2(10%) of them said that they had appreciated the subordinate in setting their job goals.

When we try to compare the response of the superior with the subordinate, we can see that 92.5% of the subordinate (as shown in table 3.6.2) argued that their boss have an autocratic author by which limit their activity to do what they want. And 90% of superiors also indicate that they did not appreciate their subordinate insetting their job goal.

In general, this implies that non consideration of employee’s performance by HR section to assigning employees on a new position, the non appreciation of superiors their subordinate in setting their job goal and the autocratic authority of boss were the main structural causes in the department.

3.7 The consequences of conflict in Kolfe Keranyo District Police Department.

In this part of analysis, we can identify the perceptions of superiors concerning whether conflicts that happen in each section were constructive or destructive.

In addition to this we can also noted that how both parties were approaching the conflict from a hostile stand point by using the response of them about outcomes of the conflicts

Table 3.7. Evaluation of superiors about over all out came of conflict

Item	Superiors	
	No	%
How do you evaluate the over all out comer of conflict in your office?		
Constructive	1	5
Destructive	16	80
Both constructive and destructive	3	15
Total	20	100

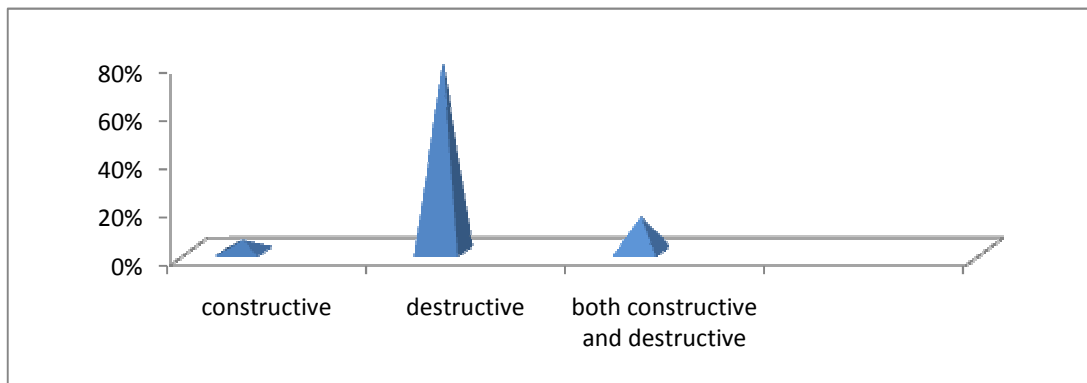


Figure :- Evaluation of superiors whether conflict is constructive or destructive in department.

As we can see from the table 3.7, 16 (80%) of superiors indicated that conflict among employees were destructive for the department. But 3(15%) of superiors urged that conflict of employees was both constructive and destructive for the department. And only 1(5%) of the superiors believed that conflict of employees in the section was constructive. this implies that the perception of most superiors of the department argued that conflict of employees was destructive for the success of each section as well as the department goal.

Table 3.8.the response of subordinate about the consequence of conflict
Constructive consequence

No	Items	Subordinates	
		No	%
1	It inspires me to work harder than ever	5	12.5
2	It forces me to innovate a new working system to my job	5	12.5

Destructive consequences

No	Items	Subordinates	
		No	%
1	It reduces my interest on the job	40	100
2	It makes delay on the process of the job	37	92.5
3	It reduces my cooperation with others	18	18
4	It forces me to leave the organization	38	95
5	It was one of the reasons not to use our time efficiently in our office	12	30
6	It was one of the reasons not serving the customer properly	30	75

Source: the primary data of questionnaire.

As we can see the data from table 3.8, only 5(12.5%) of the subordinate respondents were responded that conflict that had been in their life inspires them to work harder and forced them to innovate a new working system to their job.

In contrast 40(100%) of subordinate employees show that the conflict that found in their work place reduce their interest of job, 38(95%) of them said that the conflicts were forced them to leave the organization, 37(92.5%) of the subordinate employees indicted that conflict that had been with other employees delay the speed of their job process. Further more, 30(75%) of the subordinates argued that providing non proper customer services were came from the conflict. And 12(30%) and 18(45%) of the respondent also suggested that non-efficient using of work time and reduction of cooperative with other colleagues came from the conflict respectively.

To be more specific, all the above data indicates that the negative outcomes of conflict outweigh the positive consequences of conflict in the department. This implies that the outcome of conflict is dysfunctional for subordinate employees.

Table 3.9 The response of superior about the consequences of conflict.

Constructive consequences

No	Consequences	Superiors	
		No	%
1	It increases the creativity and innovation of employees	1	5
2	It improve cost effectiveness in overall objective of your office	0	0
3	It helps you to have good decision in each activities of employees job	4	20

Destructive consequences

No	Consequences	Superiors	
		No	%
1	It regards the good communication between you and others	17	85
2	it reduces cooperation and coordination of employees	17	85
3	It makes high personnel turn over	15	75
4	It was one of the reasons behind fast change of personnel in key position	10	50

Source: primary data of questionnaire.

As indicated in table 3.9 above, the constructive Consequences of the conflict supported by 4(20%) of superiors who consider that conflict can help to good decisions in each activities of their job. And only 2(5%) of superior employees indicated that conflict can increase the creativity and innovation of employees

In contrast, 17(85%) of superior employees argued that conflict that had been happened in work place reduce the cooperation and coordination of employees and it was the reasons of bad communication among employees. Further more, 15(75%) of superior indicated that conflict was the reasons of high personnel turn over. And 10(50%) of superior said that conflict was the reasons behind fast change of personnel from key positions.

From the above data, we can say that most superiors argue conflict that happened in their work place had negative outcomes. And the response of superiors was similar in average with the subordinates.

3.8 Stimulation of Conflict in Kolfe keranyo District Police Department

So far in the previous section or in the consequences parts of the data few superiors' employees indicated that conflict was constructive to achieve their own job goal. Even if those superiors employees argued that conflicts were constructive, no one of them have their own method to stimulate the conflict. This argument of the superiors indicated by no one choosing question number 17 and 18 of questions of the questionnaire that forward to superiors

3.9 Resolution Methods of Conflicts in KKDPD

Table 3.10 response of subordinates about the resolution method

No	Item	Subordinates	
		No	%
1	It was resolved by the judge of our immediate boss	40	100
2	It was resolved gradually by ourselves when we were talked to each other	0	0
3	It was resolved by another boss who came from others higher office	25	62.5
4	It was resolved by meeting each other round the table to find the solution	10	25
5	It was resolved trough giving us some privileges	0	0
6	It was resolved by changing one of us to another office	4	10

Source: primary data of questionnaire.

As we can see in the table 3.10, 40(100%) of the subordinate indicated that their immediate bosses were resolved the conflict that happened among employees by their own judge. 25(62.5%) of those subordinate also argued, the conflict among employees were resolved by another boss who came from other higher office.

In addition, 10(25%) of those subordinate show that conflicts were resolved by meeting the conflicted parties around the table. And 4(10%) of them suggested that conflicts were resolved by changing one of the conflicted parties to other office.

Thus, the above data show us most subordinate argued that conflicts were resolved by their bosses on their own perception, and by the judge of higher officer who came from other office and through changing on of the conflicting party to other office. This implies that the boss might believe that conflict should be resolved through competitive strategies in lose-lose and win-lose out come.

But the data show also that there were few bosses who believed in meeting employees each other around a table to solve conflict by them selves. This indicated that there were some boss who might follow the cooperative strategies through win-win out comes.

Table 3.11 response of superiors about the resolution method

No	Items	Superiors	
		No	%
1	You were judged by yourself as you understood the problem that happened between them.	17	85
2	You keep the conflicted parties apart until they agreed each other	0	0
3	You were going to submit the cases of the conflicting employees to the next boss above you	12	60
4	You would meet those conflicting parties to find the solution for there conflict	8	40
5	You were giving different compensation for each of them to end up there conflict	0	0
6	You were refused them to give an opportunity to cool down by themselves	6	30

Source: primary data of questionnaire.

Concerning the items (in table 3.11), 17(85%) of the superior argued that they were solved the conflict by their own way and understanding, 12(60%) of them also indicated that they submitted the cases of conflict parties to the next higher officer a to resolved the problems.

Addition, 8(40%) of superior employees were solved the problem through meeting those conflicting parties to end up their conflict by them selves. And 6(30%) of them show that they refused those conflicting parties to give an opportunity to cool down by them selves.

This implies that the most superiors of the department were solved conflicts by their own judge and understanding. And the next method which chosen by most superior to solve conflict was submitting the cases to the next higher bosses. When we see both problem solving method the superiors used the facing (dominating) and arbitration handling style of conflict. Further more, some other superiors were chosen meeting the conflicting parties to find the solution for their conflict by their own. This data shows that there were superiors who believed in the solution would be effective if they emphasizes on the common interest of the conflicting parties to facilitate movement towards a common goal.

Even if the percentage is minimum, there were also some superiors who agreed in timely action but before the matters goes out of control to resolve the conflict. This is an avoidance handling style of conflict.

In contrast, there were no superiors chosen the separation method which keep the conflicting parties apart until they agreed each other and bribing handling style which give different compensation for conflicting parties.

Human resource personnel response on resolution method

In the last question which forward for human resource personnel in unstructured interview, the researcher asked “what kinds of techniques did the section used to resolve conflicts?”

Human resource personnel answered that most of the time each superior resolve the conflict through their own way and by using the rule and procedures of police commission. If the conflict will be beyond the capacity of immediate bosses, they pass the cases to the next higher officer in heiareachy to decide on it.

This response of the human resource personnel indicated that the HR section also believed in the decision of the superiors which resolve the conflict by using arbitration and Forcing (dominating) handing style.

With reference to the last interview question which provide for human resource personnel, the researcher asked whether the department has clear procedure to handle conflict or not.

The response of the HR- personnel was that the department has clear procedure. And this procedure put that any conflict that happened in the department will resolve in hierarchy.

The next question which rose for HR-personnel was “Who do evaluate the overall effectiveness of conflict handing system in the department?”

The HR personnel responded that no one assign for this purpose in the department. But the department head or the commander of the department will see the last comment of the decision in hierarchy.

Question provide for subordinates about satisfaction on the way conflict were resolved.

Table3.12 response of subordinates about satisfaction on conflict resolution method

No	Item	subordinates	
		No	%
1	To what extent do you satisfied by the solution applied to solve the conflict?		
	Too much	2	5
	Moderate	4	10
	Little	5	12.5
	Too little	8	20
5	I was not satisfied at all	20	50
	Total	40	100

Source: primary data of questionnaire.

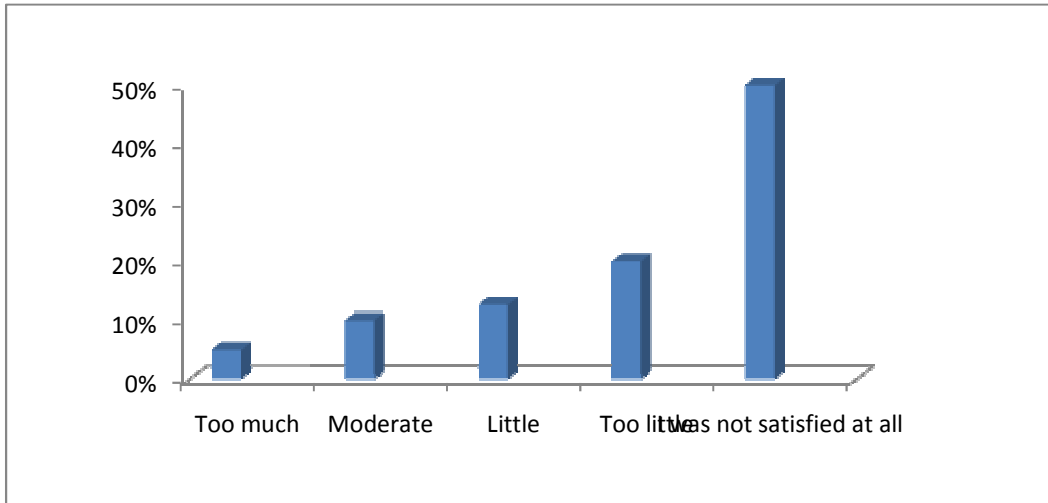


Figure: Evaluation on the effectiveness of conflict resolution method in Kolfe keranyo district police department.

From the above table we can see that, 20(50%) of the respondents agreed that the conflict handling method did not satisfied them. 8(20%) of them also indicated that their satisfaction concerning the solution method were too little. And 5(12.5%) of the subordinates said that they satisfied little by the conflict resolution method. But, 4(10%) of the subordinate show that they satisfied moderately by the resolution method of the conflict. And 2(5%) of them indicated that they satisfied too mach by the resolution method of the conflict.

As we can see from the above data, most subordinate seems did not like on how conflict were handled. Generally, the above discussion on the evaluation of conflict resolution method implies that resolution method such as forcing (dominating), arbitration and some time avoidance conflict handling style seems not effective to control conflict. Thus, superiors of the department have to adapt another method in separate or mixed way.

Chapter four

Summary of findings, conclusions and recommendations

This chapter is devoted three interrelated parts. The first part reveals major results that obtained from the research work. Conclusions are also drawn based on the analysis made in the previous chapter. Finally, the author answers the question “what should be done?” in the form of recommendation.

4.1 summaries of findings.

4.1.1 General characteristics of the respondent

The data's of the study were collected from three different categories of the respondent, i.e. the first categories were subordinates (who are not head of any section), the second categories were superiors (who are head of different section) and the third category was the human resource personnel. Most of the respondents were male, and their ages were 20-30 in both subordinates and superior categories.

In the level of education more than 98% of subordinate under certificate and all the superiors have certificate or diploma. In year of service, 90% of both categories of respondent have got between 5 to 15 years..

4.1.2. Attitudes of respondent towards organizational conflict

In terms of attitudes of the respondents, 95% of the subordinate indicated that they have been in conflict with the other employees and those 80% of subordinate employees also knew employees who have been in conflict. 90% of the superior employees agreed that they knew well employees who have been in conflict. And 75% of the superior also indicated that there was conflict among sections.

The most severe conflict in the department was the conflict between subordinate and their immediate boss. And the next severe conflict was happen among subordinate employees. The third and fourth types of conflict were conflict among sections, and subordinates with other section boss respectively. More than half percent of the subordinate indicated that they have been in conflict more than four times in the year 2002. And the superior of each section also supported the above data by 60% of the superiors agreed that there was moderate extent conflict and 20% of them said that the conflict was too much.

Thus, those data implies that there was high conflict among employees and sections.

4.1.3. Causes of conflict

The most causes of conflict that were put by subordinates were classified into personal and structural in the following manner from the most sever to the lower.

Personal factor

1. Unverified and false information that the boss have about the subordinate
2. Violation of role and regulation
3. Differences of personal attitude

Structural factor

1. Autocratic authority that the boss exercised
2. Delegation of work that is not consider interest and ability of employees.
3. Unfair assigning of employees on a new position with out consideration of performance.
4. Resource limitation in the department.

The most causes of conflict that indicated by superiors were the following according to the percentage that they have from higher to lower.

Personal factor

1. The dependency of each employee in their job activity to accomplish the goal of the section.
2. Dissatisfaction of employees by little recognition and advancement.

Structural factor

1. Unequal authority among sections to do their job
2. The relationship of superior and subordinate
3. Limitation of resource

4.1.4. Consequences of Conflicts

To see the general data concerning the consequences of conflict, first we have to classify the responses in to constructive and destructive consequences of conflict through the responses of superior and subordinates.

When we see the destructive response of the subordinate, most of them argued that the conflict was reduced their interest on the job, makes delay on the process of the job, forced them to leave the organization, reduce the cooperation among them, it was the reason not serving the customer properly and not to use their office time efficiently. But the constructive response the subordinates were low in percentage. Thus, the consequences of conflict were more of destructive for the subordinates.

Further more, when we see the data of superior most of them argued that the consequences of conflicts that happened in each section were the bad communication between the superior and subordinates, reduce the cooperation and coordination of employees, made high personnel turn over and it was the reasons of fast changing of personnel from the key positions. But, the constructive response of the superiors was very minimum in percentage except that it helps the superior for good decisions.

4.1.5. Stimulation of conflict

In this case we can say that each superior did not have any method to stimulate conflict, because any one of them did not argued by the stimulation of conflict.

4.1.6. Resolution method of conflict

In this part, we can see the data by classified in to response which provide by subordinate and superior for helping us to compare them. Those data's were put according to the percentage they have from high to low in order.

Subordinate response

1. It was resolved by the judgment of immediate boss
2. It was resaved by another boss who Came from other office
3. It was resolved by meeting conflicting Parties around the table to find the Solution
4. It was resolved by changing one of the Conflicting parties to other office.

superior response

1. It was resolved by the superior through their understanding of the problem by themselves
2. It was resolved by submitting the case of the conflict to another higher officer
3. It was resolved by meeting those conflicting parties to find the solution to their problems
4. It was resolved by refusing those conflicting parties to give an opportunities to cool down themselves

Thus, when we see the general resolution method of conflict in the department, each superior was followed the forcing (dominating) handing style of conflict in the first grade. In the next each superior used the arbitration conflict handing style. And in last even if the percentage of the respondent were minimum, some superiors follow the avoidance conflict handing style. More over, the human resource personnel also support the above data in response of unstructured interview.

Evaluation of satisfaction in resolution method

50% of the subordinate employees dislike the resolution method at all. But, 20% them responded by chosen too little in satisfaction. This implies that most subordinates did not agreed by the resolution method.

4.2 Conclusion

Based on the findings of the study, the researcher provide the following Possible conclusion.

- ❖ Concerning the attitude of employees towards conflict was almost similar in general. Most of them have traditional view of conflict which perceives organizational conflict is harmful and that the effort should be eliminate. This is the dominant attitude of employees in kolfe keranyo police department. This view may emanate from the rigid organizational culture that does not tolerate conflict as positive. In addition to that most superiors may consider parties involved in conflict as trouble makers. Thus, the general view of employees concerning conflict is bad and it creates losing in each situation. Since the subordinates were demotivated by their boss, conflict was not added to effectiveness of the department. The traditionalist view say that conflict in organization is often assumed to be unnatural and undesirable to be avoided at all costs (Robbin, 2003)
- ❖ Even if the occurrence of conflict in each section of the department is moderate, it did not kept properly to be effective, because according to the data the views of the superiors were more of traditional rather than interaction.
- ❖ When we see the causes of conflict, they were including both personal and structural factors. And the main personal reasons for intra-organizational conflict were unverified and false information that the boss have about the subordinates, violation of rule and regulation, the dissatisfaction of employees by little recognition and advancement. The main structural cause of conflict were an autocratic authority of boss, delegation of work that is not consider the interest and ability of employees, unfair assigning of employees on a new position and resource limitation in police department. All the above causes of conflict created dysfunctional in the department.
- ❖ The over all out comes of conflict in kolfe keranyo district police department were also another issues raised in this study. With this regard negative side of conflict was more influential than positive out comes of conflict. The superiors of the department were putting the last consequences of conflict by saying it made bad communication, reduce the cooperation & coordination among employees, made high personnel turnover.

Further more, the subordinates also attacked by those conflict through reducing their interest of job, forcing them to leave their job etc. This might be due to the fact that causes of conflict and handling style of each section of superiors which did not center on how to perform the job. Thus, the concerned body should focus on the causes and the handling method to reduce the dysfunctional consequences of the conflict and changing the negative influential side to positive side.

- ❖ Re grinding conflict resolution techniques practiced in kolfe keranyo district police department conflict was frequently resolved through forcing, arbitrary and avoidance way of conflict handling styles following the loss-loss or win-loss competitive conflict management strategies. But this not the only management strategies of conflict. There is also best method which help the department to accomplish its own goal, which is called cooperative.

These approach seems unsuccessfully method that could not did much for organizational performance. The result of such kinds of handling style was bad as we can see the last evaluation of the resolution method. Rather, these approach had negative impact on the attitude of subordinate and the superiors towards the decision making. However, being able to reduce conflict among section and being the conflict helpful in the effectiveness of the department the superiors should be used another conflict handling styles.

4.3 Recommendation

Based on the finding of the study and its objective the researcher forwarding the following possible recommendation that can help to resolve or reduce the intra-organizational conflict in kolfe keranyo district police department.

1. As we understand from the finding, most employees in the department have traditional view of conflict. Since this view was not effective for achieving either the section or the department goal , it should be changing to inter-actionist view of conflict that encourage the leader to maintain an ongoing minimum level of conflict –enough to keep the subordinate viable, self-critical and creative. This can achieving through:
 - (A). Altering the human behavior through training and development Program to think that all conflict are not bad for effectiveness of the department.
 - (B). Incorporating some conflict encouraging action in Communication system of subordination and superior which can Create competition among employees such as providing Compensation for employees who are effective in their job Performances.
2. Since the current position of human resource management has its own bad affect not to play its own roll to resolve or reduce the conflict among employees, it should be increase at least to section position on the general structure of the department.
3. Any concerned authoritative body or human resource sub section should ensure that promotion and any beneficial increment for all position is providing equally and this can be based on educational qualification, ability, and year of experience or performance of employees rather than other non concerned commitment which create dysfunctional conflict.
4. The superior of each section need to maintain good rapport with their subordinates, because the development and maintenance of an effective communication process is key to resolve or reduce conflict. This can be facilitated through encouraging the upward and horizontal communication of employees. Thus, the human resource should also encourage such kinds of communication and receive the meeting report to know what type of conflict fond among employees and sections.

5. The superior of each section should understand the conflict Promotional each superior of sections should understand and has to adopt collaboration way of conflict resolving handling style to benefit the interest of both conflicting parties. When the superior try to use collaboration handling style, the superior should understand some conflicts require confrontation and negotiation between the parties especially conflicting rose from the benefit of employees. When the superior use such kinds of handling style, they should be taken in to consideration the following points:
 - (1). the difference must be bringing in to the open discussion
 - (2). a re- evaluation must be made by both conflicting parties and,
 - (3). both conflicting parties must anticipate the response of the other parties and seeks a new position that acceptable to both parties.
6. The supervisor of each section should understand the conflict promotional and stimulation method which need to create conflict tolerance culture that encourage employees to tolerate criticism and conflict in offices. So that the section can get an opportunity to reap the benefit of conflict.
7. The human resource section should provide employees with non-financial rewards such as recognition advancement, increasing responsibility and the opportunity to achieve to growth equally and by using clear specific measurement. This can create functional conflict among employees.
8. The human resource should use the past performance appraisal and educational document, to promote and assigning on a new position employees based on their competences and performance.
9. Since, the violation of role and regulation employees might come from the superior progressive disciplinary reaction, they should take positive disciplinary approach which more consider for counseling session.
10. The human resource sub-section and other head of sections should Provide attention for industrial relation aspect of the department.
11. Even if the department annual budget decide by kolfe keranyo sub-city, the concerned body should try to improve the limitation of resource through:
 - (1). It must announce properly the annual budget of the department to kolfe keranyo sub-city by using the annual budget manual in proper time.
 - (2). It must be properly using the current annual budget to improve resource which create conflict.

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APPENDIX

10. What was the cause of the conflict that happen between you and others?(please indicate your response by the mark “√”from the following possible causes of conflict.)

No	Causes of conflict	Mark(√)
1	Due to differences in personal attitude of social participation	
2	Due to unfair treatment of your boss that you did not have some privileges equal to other employees	
3	Due to the resources that you share with your partners in the office	
4	Due to violation of the rule and regulation of the department, like not Coming on your job on time, not accepting order from your immediate bossetc.	
5	Due to unverified and false information that your boss have about your Personality	
6	Due to little awareness of your partners about your highly specialized and overload job	
7	Due to an autocratic authority of your boss that limit what you want to do	
8	Due to unfair assigning employees on a new position which is not consider past performance	
9	Due to delegation of work that is not consider your interest and ability	

11. In relation to question number 10, List other causes of conflict (if any).

12. If you and your friend have been in conflict, what were the consequences in your job activity?

- A. It reduces my interest on job.
- B. It inspires me to work harder than ever.
- C. It makes delay on the process of the job.
- D. It reduces the cooperation with others
- E .It forces me to leave the organization.
- F. It forces me to innovate a new working system to my job.
- G. It was one of the reasons not to use our time efficiently in our office
- H. It was one of the reasons not serving the customers properly.

13. In relation to question number 12, List other consequences that is not indicate in the above chooses.

14. How did resolved the conflict that happen between you and others?

A. It was resolved by the judge of our immediate boss.

B. It was resolved gradually by ourselves when we were talked to each other.

C. It was resolved by another boss who came from other higher office.

D. It was resolved by meeting each other round the table to find the solution.

F. It was resolved through giving us some privileges like having my Owen
telephone in my Office, flexible schedule of job...etc.

G. It was resolved by changing one of us to another office.

15. In relation to question number 13, List other methods that the conflict was
resolved if it was not found in the above choose.

16. To what extent do you satisfied by the solution applied to solve the conflict?

A. Too much B. Moderate C. Too little D. I was not satisfied at all

St. Mary's University college
Department of management
Addis Ababa

Questionnaire for employees of kolfe keranyo district police department

Dear respondent:

The main purpose of this questionnaire is gathering relevant information in order to conduct a research on the topic of "conflict and conflict resolution in work place" in an effort to fulfill the requirement of bachelor degree in management.

Therefore, I kindly request all the respondents honestly to respond each question. Be sure that all the information provided by you shall be treated with at most confidentiality and used for the research purpose only.

Instructions

1. You are not required to write your name.
2. Make "√" mark in the appropriate box

Thank you in advance

Part 1. Personal information

1. Sex male Female
2. Age (in year) Below 20 20-30 31-40 Above 40
3. Level of Education Below Certificate Certificate Diploma Degree
4. Year of service Below 5 years 5-10 years 11-15 years Above 16
5. Your current job position

Part 2. Question for head of any section.

6. Is there any conflict among employees or/and groups in your section?
Yes No
7. Do you know any sections that have conflict among employees or /and group?
Yes No
7. Rate possible types of conflict that exist in the office (rank starting from severe type)
Among Subordinates Among different section
Between Subordinates and section heads Between employees and HR section
Other (specify _____)
9. How do you express the stage of conflict that happen among employees in your offices?
A. It is expressed by only the differences of attitude among employees.
B. It is expressed by angry, hostility or frustration of employees each other.
C. It is expressed by aggressive behaviors such as verbally attacking.
D. It is expressed by attempting to engage other employees in the conflict by getting them to take side against the other party.
E. It is expressed by the result in dysfunctional consequences of conflict.
F. It is expressed by the result in functional consequences of conflict.
10. How do you evaluate the extent of conflict in the office?
Too much Moderate Little Too little

11. What were the causes of the conflict that happened among employees or/and group in your section or /and in another section?

- A. Due to the functional units of each employees or groups are different.
- B. Due to each employees or groups are dependent each other to accomplish their respective goal.
- C. Since there is unequal authority between each sections, One section always wait an order of another section to do there job.
- D. Due to dissatisfaction of employees or groups who received little recognition and advancement.

12. Does the Human resource section consider employees performance when assigning employees on new task position?

Yes No

13. Do you appreciate your subordinate in setting goals of their job?

Yes No

14. How do you evaluate the overall outcomes of conflict in your office?

- A. Constructive
- B. Destructive
- C. Both constructive and Destructive

15. If you have replied constructive for question No. 14, please indicate the consequence of the conflict in your office?

- A. It increases the creativity and innovation of employees.
- B. It improves cost effectiveness in overall objective of your office.
- C. It helps you to have good decision in each activities of employee's job.

16. If you have replied destructive for question No. 14, please indicate the consequence of the conflict in your office?

- A. It retards the good communication between you and employees.
- B. It reduces the cooperation and coordination of employees.
- C. It makes high personnel turn over.
- D. It was one of the reasons behind fast change of personnel in key position.

17. If you have replied constructive for question No. 14, do you stimulate when the level of conflict is low?

Yes No No

18. If you have replied "Yes" for question No.17, how do you stimulate the conflict?

- A. Through encouraging competition between employees.
- B. Telling different ambiguous message to different employees.
- C. Adding new employees to one group of work who have attitudes different from those present employees.
- D. Through altering rule and regulation of working system.
- E. Through purposely argue with idea of against the majority
- F. Through allowing one position held by the group.
- G. Through selecting an appropriate head of personnel who mostly appreciate Competition of employees in a group

19. As head of section, how did you resolve the conflict that happened among employees?

A. You were judged by yourself as you understood the problem that happened between them.

B. You keep them apart until they agreed each other

C. You were going to submit the cases of the conflicting employees to the next boss above you.

D. You would meet those conflicting parties to find the solution for there conflict.

E. You were giving different compensation for each of them to end up there conflict.

F. You were refused them to give an opportunity to cool down by themselves.

20. Do you appreciate your subordinate to share their idea in solving conflict among employees?

Yes

No

21. Who do rate the overall effectiveness of handling conflicts in the department?

A. Section heads

B .Main section heads

D. Department head

E. No one rate

INTERVIEW QUESTIONS FOR HR PERSONNEL

1. What were the reasons behind leaving of employees in average from their job?
2. Do you think that the existing organizational structure comfortable for good Coordination and Cooperation among section?
3. To what extent does each task s of employees are clearly defined and each employees Know about it?
4. Do you feel that the department has problem of human resources and general budget?
5. How do you assign employees on the new position of task in each section of the department?
6. Do you have any method to appreciate an innovator and creative employees in the department?
7. Do you feel that conflict that happen among employees make worker Creative?
8. If you believe that conflict is constructive in work process, how do you stimulate the Conflict?
9. What kinds of techniques do you use for resolving conflicts that happen among employees and Sections?
10. Who do evaluate the overall effectiveness of conflict in the department?
11. Does the department have clear procedure to handle conflict?

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DECLARATION

I, the undersigned, declare that this senior essay is my original work, prepared under the guidance of Ato Habte Zeberga. All sources of materials used for the manuscript have been duly acknowledged.

Name: Mekonnen Degu Debela

Signature: _____

Place of submission: St. Mary's University College

Date of submission: June 22, 2010

This paper has been submitted for examination with the approval of the University College administration.

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