



**ST. MARY'S UNIVERSITY**

**SCHOOL OF BUSINESS GRADUATE STUDIES**

**ORGANIZATIONAL CONFLICT AND EFFECT ON EMPLOYEE  
PERFORMNACE: THE CASE OF SAVE THE CHILDREN  
INTERNATIONAL, ADDIS ABABA ETHIOPIA**

**BY**

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**JULY 2024**

**ADDIS ABABA ETHIOPIA**

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY SCHOOL OF  
GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE  
REQUIREMENT FOR THE DEGREE OF MASTERS IN BUSINESS  
ADMINISTRATION**

**JULY, 2024**

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## **DECLARATION**

I, TigestSori, hereby declare that the submitted research paper entitled ‘An assessment of organizational conflict and effect on employee performance’ is my original work presented under the guidance of Mohammed. (Assistant Professor) and no part of it has been presented anywhere else in the past, and all sources of materials used for the study are duly acknowledged.

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## **ENDORSEMENT**

This thesis entitled of organizational conflict and effect on employee performance has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as university advisor.

Ato Mohammed M. (Assistant Professor) -----

Date and Signature-----

St. Mary's University, Addis Ababa

## **ACKNOWLEDGMENTS**

I am deeply grateful to the Almighty God for enabling me to conduct this research despite the challenges I faced. I would like to extend my sincere appreciation to Mohammed M. (Assistant Professor), my research supervisor, for his invaluable guidance and encouragement throughout this project, particularly in the writing of this paper.

I am also immensely thankful to my beloved family, especially my brother Azmeraw Belay (PhD), for their unwavering support and encouragement. Their belief in me has been a constant source of motivation and inspiration throughout this journey. Additionally, I would like to express my heartfelt gratitude to my friends and colleagues for standing by me and offering their support.

Lastly, I would like to extend my deepest appreciation to the employees of Save the Children International who took the time to respond to my questionnaires and support the success of this study. Their participation and assistance have been instrumental in the completion of this research.

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## **LIST OF ACRONOMYS**

ANOVA= Analysis of variance

SPSS= Statistical Package for Social Science

VIF= Variance Inflation Factor

## **ABSTRACT**

*This study examines the impact of organizational conflict on employee performance within Save the Children International, employing an explanatory research design. Quantitative methods are utilized to explore how different types of conflict influence employee performance among 250 participants from various departments in Addis Ababa. Data is collected through structured questionnaires, with demographic characteristics analyzed descriptively and inferential analyses assessing the effects of conflict on performance. Reliability is confirmed using Cronbach's alpha, and validity is established through content, convergent, and discriminant validity tests. The findings indicate positive correlations between all types of conflict and performance, highlighting the varying degrees of impact. Intrapersonal conflict suggests potential productivity gains through effective management of internal struggles. Interpersonal conflict underscores the importance of communication and conflict resolution skills. Intragroup conflict emphasizes the value of open dialogue and structured resolution processes within teams. Intergroup conflict reveals substantial benefits from healthy competition and collaboration across organizational groups. These findings suggest that strategic management and leveraging of organizational conflicts can enhance employee performance effectively.*

**Key Words:** Intrapersonal conflict, Interpersonal Conflict, Intragroup conflict, Intergroup conflict and Employee performance.

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the Study

Organizational conflict is a natural and inevitable aspect of workplace dynamics, arising from differences in goals, values, and interests among individuals and groups within an organization (Rahim, 2002). Organizational conflict is a pervasive phenomenon within workplaces, influencing various aspects of organizational behavior and performance. It arises from differences in goals, values, and perceptions among individuals and groups within an organization (Jehn & Bendersky, 2003).

The presence of conflict within an organization can have both positive and negative effects on employee performance (Bataneh, 2019). Conflict within organizations can be categorized into several types: interpersonal, intrapersonal, intragroup, and intergroup conflicts. Interpersonal conflicts occur between individuals, while intrapersonal conflicts are internal struggles within an individual. Intragroup conflicts occur among members of the same team or department, whereas intergroup conflicts involve clashes between different teams or departments (Rahim, 2002).

The relationship between organizational conflict and employee performance is complex while some conflicts can stimulate creativity and innovation (Bataneh, 2019); unresolved conflicts often lead to decreased job satisfaction, lower motivation, and reduced productivity. In particular, communication breakdowns, competition for limited resources, and incompatible work styles or personalities are common sources of conflict within organizations.

Furthermore, studies by De Dreu and Gelfand (2008) have explored the role of cultural factors in shaping conflict and their impact on employee performance. Cultural differences in conflict resolution approaches can influence communication patterns, decision-making processes, and team dynamics, ultimately affecting organizational outcomes. Understanding these cultural nuances is essential for designing effective conflict that aligns with organizational goals and values.

Despite its negative connotations, organizational conflict can have both positive and negative effects on employee performance. According to the Functional Theory of Conflict, formulated by Pondy (1967), conflict can stimulate creativity, foster innovation, and encourage critical thinking among employees, leading to improved decision-making and problem-solving abilities.

Interpersonal conflicts within Save the Children International in Addis Ababa, Ethiopia, can have positive effects on employee dynamics and organizational performance. These conflicts can stimulate healthy debates and discussions among employees, leading to a better understanding of diverse perspectives and more effective teamwork, ultimately enhancing the quality of work outputs (Amason, 1996). In addition, intrapersonal conflicts, such as conflicting personal goals or values, can prompt employees to engage in self-reflection and introspection, contributing to personal growth and development, potentially improving individual performance and job satisfaction (Jehn & Mannix, 2001).

Furthermore, intragroup conflicts within teams at Save the Children International may arise due to differences in opinions or approaches to tasks. Managed constructively, these conflicts can stimulate creativity and innovation within teams, leading to more effective problem-solving and higher team cohesion (De Dreu & Weingart, 2003). Additionally, intergroup conflicts between different departments or units within the organization can highlight areas needing improvement or alignment. Addressing these conflicts through collaborative problem-solving can facilitate organizational change and foster a culture of continuous improvement (Deutsch, 1973).

However, despite the potential benefits of conflict, unresolved conflicts can hinder organizational performance by causing stress, reducing morale, and impeding cooperation. Therefore, effective conflict management strategies, such as mediation, negotiation, and fostering a culture of open communication, are essential to mitigate negative impacts and harness the positive aspects of conflict (Thomas, 1992). Save the Children International in Addis Ababa provides a unique context for studying organizational conflict due to its diverse workforce and complex operational environment. By exploring how different types of conflicts affect employee performance positively, this study aims to provide insights into optimizing conflict management strategies within the organization.

In conclusion, understanding the nuanced dynamics of organizational conflict and its effects on employee performance at Save the Children International can inform policies and practices that enhance organizational effectiveness. Future research could delve deeper into specific conflict resolution techniques tailored to the organizational context in Ethiopia, contributing to both theoretical advancements and practical applications in organizational behavior and management.

## **1.2. Statement of the Problem**

Organizational conflict is a natural outcome of differences in goals, values, and perceptions among individuals and groups within an organization (Jehn & Bendersky, 2003). Traditionally viewed as detrimental, recent theoretical developments suggest that conflict can also have positive implications for organizational functioning and employee performance.

Organizational conflicts come in various forms: interpersonal conflicts arise between individuals, intrapersonal conflicts involve internal struggles within an individual, intragroup conflicts occur within teams or departments, and intergroup conflicts manifest between different units or departments (Rahim, 2002). Each type of conflict has distinct implications for employee performance. Interpersonal conflicts, when constructive, stimulate creativity and innovation through diverse viewpoints (Amason, 1996). Intrapersonal conflicts, such as those related to career aspirations or values, offer opportunities for personal growth, increasing self-awareness and motivation (Jehn & Mannix, 2001). Intragroup conflicts within teams or departments can deepen mutual understanding and cohesion when managed effectively, fostering collaboration and enhancing team performance (De Dreu & Weingart, 2003). Intergroup conflicts between organizational units or departments highlight underlying issues and can spur organizational learning and adaptation, ultimately improving overall organizational effectiveness and performance (Deutsch, 1973). Understanding these dynamics is crucial for effectively managing conflicts to leverage their positive impacts on organizational and employee outcomes.

Existing literature predominantly highlights the negative consequences of organizational conflict, such as decreased productivity, increased turnover, and reduced job satisfaction.



However, there is a significant gap in understanding how different types of conflicts—interpersonal, intrapersonal, intragroup, and intergroup—can lead to positive outcomes for employee performance (Amason, 1996).

Empirical studies highlight that properly managed interpersonal conflicts can boost team creativity and innovation, leading to more creative problem-solving and improved organizational performance (Jehn & Bendersky, 2003). In organizational settings, effective navigation of intrapersonal conflicts correlates with higher job satisfaction and commitment, as employees align personal goals with organizational objectives (Amason, 1996). Within teams, resolving intragroup conflicts fosters better communication, trust, and collective decision-making, essential for achieving team goals and enhancing performance (De Dreu & Weingart, 2003). Despite theoretical support and some empirical evidence, there remains a research gap in understanding how each type of conflict interpersonal, intrapersonal, intragroup, and intergroup positively influences employee performance within specific organizational contexts, such as Save the Children International in Addis Ababa, Ethiopia. Closing this gap could provide actionable insights for managing conflicts to leverage their positive impacts on organizational dynamics and employee outcomes.

By conducting a preliminary question the researcher found that in 2022-2023, Save the Children underwent a change management process leading to an organizational restructuring, which involved staff reductions, assigning staff to the position, the closure of certain operational areas and opening of new ones. The process affected everyone in the organization. The process led to conflicts among employees and leaders in different departments and functions in the organization. However there is lacks evidence on the implication on the change on the performance of departments in the organization. The research aims to assess how the employees navigated these conflicts and how the different conflict led to affect the performance of employees following the management team's actions.

### **1.3. Research Questions**

The study tries to address the following research questions.

1. How intrapersonal conflicts affect employee performance?
2. How interpersonal conflicts affect employee performance?
3. What is the effect of intergroup conflicts in employee performance?
4. What is the effect of intergroup conflicts in employee performance?

### **1.4. Research Objectives**

#### **1.4.1. General Objective**

- The general objective of this study is to how organizational conflict and effect employee performance in the case save the children international Addis Ababa Ethiopia.

#### **1.4.2. Specific Objectives**

- To assess how intrapersonal conflicts affect employee performance.
- To assess how interpersonal conflicts affect employee performance.
- To examine how intragroup conflicts affect employee performance.
- To examine how intergroup conflicts affect employee performance.

## **1.5. Significance of the Research**

By understanding how conflicts within an organization affect employee performance, organizations can develop strategies to address and resolve these conflicts effectively. This can lead to improved overall organizational effectiveness and productivity.

Delving in to the link between conflict and employee performance can illuminate strategies for cultivating a healthier work environment that fosters employee well-being and engagement. Understanding the impact of conflict on employees can help organizations identify areas for improvement, implement strategies to optimize performance, reduce turnover rates, and strengthen team cohesion. By addressing conflicts constructively, organizations can create a supportive atmosphere that encourages open communication and mutual respect, ultimately leading to higher levels of employee motivation and retention.

Investigating how different types of conflict influence employee performance can assist organizations in harnessing constructive conflict to drive innovation and problem-solving within teams. Constructive conflict, when managed effectively, can stimulate critical thinking and creativity, leading to better decision-making and innovative solutions. This research provides valuable insights for organizational leaders to make informed decisions about conflict resolution strategies, fostering a culture where conflicts are viewed as opportunities for growth rather than threats. Ultimately, these insights can guide the development of strategic approaches to managing conflict, enhancing workplace dynamics, improving employee well-being, and contributing to organizational success.

## **1.6. Scope of the Study**

The study focused on the nature of conflict occurred in the year 2022-2023 in Save the Children International. It covers the source and nature of conflict and effect on employee performance. Finally, the study draw samples from organizational staff working in Addis Ababa.

## **1.7. Limitation of the Study**

The study is not including all branches (area offices) of Save the Children found in other regions of the country. The reason is it is difficult and unmanageable in terms time, money, and security constraints. Thus, the study is focus on employees and leaders working in Addis Ababa which may not fully reflect the overall perception of staff on the impact of the organizational change.

## **1.8. Organization of the Study**

This research paper consists of five chapters. The first chapter is the introductory section contains broad thoughts about conflict and effect on employee performances, statements, objective and scopes. The theoretical frame work and perspectives of many authors nature of conflict and its effect on employee performance are discussed in the second chapter. The research methodology is the subject of the third chapter. The fourth chapter presents analysis and interprets data received from respondents via questionnaires and also includes data presentation and analysis and the fifth chapter provides the researcher's findings, conclusion and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Theoretical Literatures**

This section mostly covers related literatures generated by various writers and researchers in response to the research's basic questions and objectives. Furthermore, different empirical research on conflict handling mechanism and implication on organizational performance are investigated, and the conceptual framework of the study is presented.

##### **2.1.1. Definition and Concept of Conflict**

Successful organizations strike a balance between structures and function while satisfying a variety of needs, but modern companies are dynamic and always changing. Successful managers learn to anticipate these shifts and respond appropriately. Managing such changes properly is not only difficult, but also critical for an organization's existence. Organizational change frequently results in conflict, which, according to Oliveira and Sarmiento (2003), can be influenced by factors such as culture and attitude, and can be used to great effect when directed toward positive outcomes, such as increased creativity and productivity (Nankervis, Compton, Baird, and Coffey, 2011).

Organizational conflict can be defined as a disagreement between two or more persons, groups, or organizations, usually as a result of the need to share the same scarce resources or work-related activities, which can lead to a conflict of interest. There are three sorts of conflicts of interest that are legally permitted. There are three types: 'real conflict of interest', 'potential conflict of interest', and 'perceived conflict of interest'. The definitions given above are purposely broad. They do not explain the scope of the argument, how the opposing sides won, how the conflict was managed, or what happened.

However, in each of these cases, these factors determine whether the dispute is productive or dysfunctional, as well as how much corporate culture, specifically corporate nurture, influences the overall picture.

### **2.1.2. Organizational Conflict in Nature**

For a significant period, the traditional approach to conflict within organizations viewed it as a negative phenomenon, signaling underlying issues within the organization. Conflict was universally perceived as detrimental and something to be minimized or avoided whenever feasible. (Robbin 2001) The implication of this point of view was that all conflict should be avoided due to its negative moral qualities. However, this year people have begun to change their opinions about conflict. According to modern thinking, conflict is inevitable but need not always be negative. Conflicts may be seen in a variety of ways by various individuals. Everyone experiences and must learn to deal with conflict on a regular basis. Conflict emerges while a group works to achieve its responsibilities. Uncertainty, and hence conflict, is accepted as part of existence (Arai, 2022). Overton & Lowry (2013) describe conflict as differences in viewpoints, beliefs, behaviors, or interests that are sometimes explicitly articulated and other times not. According to Ramsay (2011), conflict occurs when some members of a group attempt to prevent another group from acting in a specific way, or when individuals inside the group disagree with the person's or group's behavior. When handled appropriately, conflict is not only necessary but also useful because it can inspire new approaches to problems.

Behavior and thinking are habitual in the absence of conflict. When there is tension, we might question whether or not these ideas and behaviors are absolutely necessary. The presence of fundamental differences that call for awareness and appropriate management is often denied, and many would prefer continue to live with unsolved misunderstandings than face this fact (Omisore & Abiodun, 2014). Conflicts are a part of everyone's lives. Conflicts arise in a variety of settings, including homes, offices, and even television newscasts (Omisore & Abiodun, 2014). Organizational conflict is a situation of miscommunication or disagreement among coworkers caused by perceived or actual differences in objectives, priorities, and values. A member of an organization declares that his values, attitudes, or aims are incompatible with the attitude, values, or goals defined by the organization and must be followed by the members of the organization, and so, conflict ensues as a result of the ensuing human interaction (Siira, 2012).

Conflict happens when members within an organization struggle to effectively communicate their desires, ideas, perspectives, goals, and values to one another, which is unavoidable given any group's different viewpoints. Resolving disagreements can bring to a variety of benefits, including enhanced leadership and teamwork, stronger product and service quality, increased customer loyalty, lower costs, and optimal resource use. Training in conflict identification and resolution can improve organizational efficiency and service delivery by producing positive results. To ensure a company's success, leaders must address internal conflicts and create a supportive environment in which everyone feels comfortable.

Relational conflicts are disagreements between people in a specific context, and many experts claim that conflicts are unavoidable, with resolution fully dependent on the participating persons (Arai, 2022).

### **2.1.3. Types of Conflict**

The term conflict refers to a situation of hostility between individuals, groups, or states resulting from competition over resources, power, or opposing interests in other areas (Francis, 2006). Conflicts are generally defined as relational disputes between two or more parties. Conflict is inevitable in organizational life but it need not have destructive consequences for the organization (or work group).”

#### **2.1.3.1. Intrapersonal Conflict**

Intrapersonal conflict, defined as the internal psychological struggle arising from conflicting needs or emotions within an individual (Festinger, 1966), has been theorized to potentially enhance employee performance through increased motivation and creativity (Amason & Schweiger, 1994). According to cognitive theories, such conflicts can stimulate deeper processing of information and lead to innovative problem-solving strategies (Janis & Mann, 1977).

Recent empirical studies support the notion that moderate levels of intrapersonal conflict can positively influence employee performance. For example, research by Jehn (1995) found that task-related conflicts within individuals can spur constructive debates and lead to improved decision-making processes in teams. Similarly, a study by Tjosvold (1998) demonstrated that self-generated

conflicts, when managed effectively, correlate with higher job satisfaction and task performance among employees.

From a conceptual standpoint, intrapersonal conflict fosters personal growth and development by encouraging individuals to confront and reconcile competing goals and values (Greenberg & Baron, 1997). This process is essential for refining one's self-awareness and emotional intelligence (Mayer & Salovey, 1997), which are crucial factors in adaptive coping and resilience in the workplace (Lazarus & Folkman, 1984).

H1: Intrapersonal conflict has a positive and significant effect on employee performance.

### **2.1.3.2. Interpersonal Conflict**

Interpersonal conflict in the workplace, defined as disagreements or tensions between individuals (Jehn, 1995), has been increasingly recognized for its potential positive impacts on employee performance. According to social exchange theory (Blau, 1964), constructive interpersonal conflicts can foster increased information sharing, creativity, and innovation among team members, thereby enhancing overall team effectiveness and decision-making processes.

Further theoretical insights come from the perspective of conflict theory, which posits that conflict, when managed constructively, can stimulate critical thinking and creative problem-solving (De Dreu & Weingart, 2003). This theory suggests that interpersonal conflicts can serve as catalysts for positive change within teams, promoting resilience and adaptation to changing organizational dynamics.

Recent empirical studies have provided support for the beneficial outcomes of interpersonal conflict in organizational settings. For example, research by De Wit et al. (2012) found that task-related conflicts among team members can lead to improved problem-solving abilities and higher-quality decisions. Similarly, a study by Tjosvold et al. (2014) demonstrated that moderate levels of conflict in teams are associated with higher levels of team performance and innovation.

Recent studies support the notion that interpersonal conflict, when handled effectively, contributes positively to team performance. For instance, research by Jehn and Mannix (2001) indicated that



teams experiencing moderate levels of task conflict demonstrate higher levels of innovation and creativity compared to teams with low or high levels of conflict. Additionally, a study by Amason (1996) found that teams characterized by constructive task conflict exhibit enhanced decision-making capabilities and improved overall performance outcomes.

From a conceptual standpoint, interpersonal conflict contributes to organizational learning and adaptation. It encourages individuals to challenge assumptions, consider diverse perspectives, and engage in constructive dialogue (Pelled et al., 1999). Effective management of interpersonal conflicts can cultivate a supportive team environment where individuals feel empowered to voice their opinions and contribute to shared goals (Rahim, 2011).

Conceptually, managing interpersonal conflicts involves fostering a culture of psychological safety and trust within teams (Edmondson, 1999). When team members feel safe to express differing opinions and engage in healthy debate, they are more likely to generate innovative solutions and achieve higher performance outcomes collectively.

H2: Interpersonal conflict has a positive and significant effect on employee performance.

### **2.1.3.3. Intergroup Conflict**

Intergroup conflict, defined as conflict that occurs between different groups or teams within an organization (De Dreu & Gelfand, 2008), is theorized to have potential positive effects on employee performance through several mechanisms. Social identity theory (Tajfel & Turner, 1979) suggests that intergroup conflicts can foster group cohesion and identity, motivating members to work together towards common goals and increasing their commitment to achieving organizational objectives.

Further insights come from the perspective of conflict escalation theory (Hirschman, 1970), which suggests that intergroup conflicts, when managed constructively, can lead to positive organizational change and growth. This theory posits that conflicts stimulate discussions and evaluations of existing practices, potentially leading to improvements in processes and outcomes.

Recent empirical studies provide support for the beneficial outcomes of intergroup conflict in organizational settings. For example, research by Jehn (1997) found that moderate levels of intergroup conflict can stimulate competition and innovation among teams, leading to improved performance outcomes. Similarly, a study by Greer et al. (2018) demonstrated that intergroup conflicts, when managed effectively, can enhance team decision-making processes and overall productivity.

Recent studies support the idea that intergroup conflicts can have positive impacts on organizational performance. For instance, research by De Wit et al. (2012) indicated that moderate levels of intergroup conflict are associated with higher levels of team creativity and innovation compared to teams with low or high levels of conflict. Additionally, a study by Jehn and Bendersky (2003) found that intergroup conflicts can enhance team problem-solving abilities and decision-making processes.

From a conceptual standpoint, intergroup conflict promotes organizational learning and adaptation by encouraging teams to explore alternative perspectives and solutions (De Wit et al., 2012). Effective management of intergroup conflicts fosters a collaborative environment where diverse viewpoints are valued; contributing to creativity and innovation within teams (Amason, 1996).

Conceptually, managing intergroup conflicts involves promoting a culture of constructive dialogue and collaboration across teams (Pelled et al., 1999). When conflicts are addressed openly and transparently, teams are more likely to develop shared understanding and mutual respect, which can lead to improved intergroup relations and overall organizational performance (Rahim, 2011).

H3: Intergroup conflict has a positive and significant effect on employee performance.

#### **2.1.3.4. Intragroup Conflict**

Intragroup conflict, which refers to disagreements or tensions among members of the same team or group (Jehn, 1995), is theorized to have potential positive effects on employee performance. According to social identity theory (Tajfel & Turner, 1979), intragroup conflicts can foster group cohesion and solidarity by clarifying roles and goals, which in turn can enhance team motivation and commitment to achieving shared objectives.

Further insights come from conflict escalation theory (Hirschman, 1970), which posits that intragroup conflicts, when managed constructively, can lead to positive outcomes such as improved decision-making and team effectiveness. This theory suggests that conflicts stimulate critical thinking and re-evaluation of team processes, potentially leading to enhancements in team dynamics and performance outcomes.

Recent empirical studies provide support for the beneficial outcomes of intragroup conflict in organizational settings. For example, research by Jehn and Mannix (2001) found that moderate levels of task-related conflict within teams can stimulate constructive debates and lead to more innovative solutions to problems. Similarly, a study by De Wit et al. (2012) demonstrated that teams experiencing moderate levels of intragroup conflict tend to exhibit higher levels of creativity and performance compared to teams with low levels of conflict.

Recent studies support the idea that intragroup conflicts can have positive impacts on team performance. For instance, research by Greer et al. (2018) indicated that teams experiencing moderate levels of task conflict exhibit higher levels of task performance and innovation compared to teams with low levels of conflict. Additionally, a study by De Dreu and Weingart (2003) found that task-related conflicts within teams can lead to better problem-solving and decision-making processes.

From a conceptual standpoint, intragroup conflict contributes to organizational learning and adaptation. It encourages team members to challenge assumptions, explore different perspectives, and engage in open communication (Pelled et al., 1999). Effective management of intragroup conflicts involves fostering a culture where conflicts are viewed as opportunities for growth and learning rather than disruptions to teamwork (Rahim, 2011).

Conceptually, managing intragroup conflicts involves promoting a climate of trust and psychological safety within teams (Edmondson, 1999). When team members feel safe to express differing opinions and engage in constructive debates, they are more likely to generate innovative ideas and contribute positively to team goals. This supportive environment not only enhances team cohesion but also facilitates individual and collective growth within the organization.

H4: Intragroup conflict has a positive and significant effect on employee performance.

#### **2.1.4. Employee Performance**

Employee performance is a critical outcome influenced by various theoretical perspectives. According to expectancy theory (Vroom, 1964), employees are motivated to exert effort based on their expectations of achieving desired performance outcomes. This theory posits that employees' beliefs about the relationship between effort and performance influence their motivation levels and ultimately affect their performance.

Further theoretical insights come from goal-setting theory (Locke & Latham, 1990), which emphasizes the importance of clear and specific goals in enhancing employee performance. This theory suggests that challenging yet attainable goals motivate employees to exert effort and persist in their tasks, leading to improved performance outcomes.

Recent empirical studies have provided insights into factors that impact employee performance. For instance, research by Judge and Bono (2001) found that job satisfaction significantly predicts job performance across different occupations. Similarly, a meta-analysis by Colquitt et al. (2000) demonstrated that perceptions of organizational justice, such as fairness in decision-making and treatment, positively correlate with employee performance outcomes.

Recent research supports the effectiveness of goal-setting in improving employee performance. For example, a study by Latham and Locke (2002) found that employees who received specific and challenging goals performed better than those with vague or no goals. Additionally, meta-analytic evidence by Seijts and Latham (2005) indicated a strong positive relationship between goal difficulty and performance across various organizational contexts.

From a conceptual standpoint, employee performance is influenced by both individual and organizational factors. Individual factors include employee motivation, skills, and attitudes, while organizational factors encompass leadership styles, organizational culture, and work environment (Hackman & Oldham, 1976). Effective performance management practices align these factors to optimize employee performance and organizational outcomes.

Conceptually, fostering a supportive work environment and providing adequate resources are crucial for enhancing employee performance (Katz & Kahn, 1978). Organizations that invest in employee development, offer opportunities for skill enhancement, and promote work-life balance tend to experience higher levels of employee engagement and performance.

#### **2.1.4.1. Employee Performance on NGO Sector**

Employee performance within non-governmental organizations (NGOs) is crucial for achieving organizational objectives and executing social initiatives effectively. Various studies have explored factors influencing performance in NGOs, highlighting motivation, organizational culture, leadership, and training and development. Motivation stands out as a pivotal driver, with Chaudhary and Sharma (2018) underscoring the impact of intrinsic motivation on employee performance. Their findings reveal that employees who derive satisfaction from a sense of purpose exhibit heightened levels of dedication and performance, aligning closely with the NGO's mission.

Organizational culture significantly shapes employee performance in NGOs. Research by Al Arises and Crowley-Henry (2013) emphasizes the importance of a supportive and inclusive culture in enhancing employee engagement and productivity. A positive organizational culture fosters unity and shared values among employees, which boosts motivation and performance. Additionally, effective leadership is crucial for motivating employees and improving performance outcomes. Ongori and Agolla (2008) highlight the role of transformational leadership in non-profits, where leaders who inspire and empower their teams cultivate a culture of innovation and collaboration, driving organizational success.

Investing in employee training and development has a positive impact on performance outcomes within NGOs. Shafiq et al. (2019) demonstrate the benefits of providing opportunities for professional growth and skill enhancement. Training initiatives enable employees to acquire new knowledge and skills, leading to improved performance and job satisfaction. By prioritizing

training and development, NGOs can ensure their staff are well-equipped to meet the demands of their roles, thereby enhancing overall organizational effectiveness.

#### **2.1.4.1.1. Measuring Approach of Employee Performance on NGO Sector**

Employee performance measurement in the NGO sector has garnered significant attention from scholars and practitioners alike. Theoretical frameworks provide a foundational understanding of the various factors influencing performance. The Balanced Scorecard, developed by Kaplan and Norton, has been widely adopted for its comprehensive approach to performance measurement (Kaplan & Norton, 1992). Additionally, Herzberg's Two-Factor Theory, which differentiates between hygiene factors and motivators, is instrumental in understanding employee satisfaction and its impact on performance (Herzberg, 1966). The Resource-Based View (RBV) theory also emphasizes the importance of internal resources, including human capital, as key drivers of organizational performance (Barney, 1991).

Empirical studies have explored various dimensions and methods of performance measurement in NGOs. For instance, a study by Lecy and Searing (2015) utilized a multidimensional approach to evaluate the effectiveness of performance metrics in non-profit organizations, highlighting the importance of aligning measurement tools with organizational goals (Lecy & Searing, 2015). Another empirical investigation by Carman (2011) analyzed the challenges and benefits of performance measurement in the non-profit sector, revealing that tailored metrics significantly enhance organizational accountability and outcomes (Carman, 2011). Moreover, research by Moxham (2009) underscored the necessity of stakeholder involvement in the performance measurement process to ensure the relevance and accuracy of the metrics used (Moxham, 2009).

Conceptually, the literature suggests various models and frameworks tailored to the unique context of NGOs. The Social Return on Investment (SROI) framework is one such model, designed to measure the social, environmental, and economic value generated by non-profit activities (Nicholls, 2009). Similarly, the Logic Model, often used in program evaluation, outlines the relationships between resources, activities, outputs, and outcomes, providing a clear structure for performance measurement (McLaughlin & Jordan, 1999). The Theory of Change model also plays a crucial role in conceptualizing the pathways through which NGO activities lead to desired outcomes, facilitating more precise performance assessments (Connell & Kubisch, 1998).

The integration of these theoretical, empirical, and conceptual perspectives provides a holistic view of employee performance measurement in the NGO sector. For example, aligning the Balanced Scorecard with the SROI framework can help NGOs capture both financial and social impacts of their operations (Kaplan & Norton, 1992; Nicholls, 2009). This integrated approach ensures that performance metrics are comprehensive and reflective of the diverse objectives pursued by non-profit organizations. Additionally, incorporating stakeholder feedback, as suggested by Moxham (2009), further enhances the validity and reliability of performance measurement systems.

To address the specific challenges faced by NGOs in performance measurement, scholars recommend adopting flexible and adaptive measurement tools. For instance, Carman (2011) emphasizes the need for context-specific metrics that can accommodate the dynamic and often unpredictable nature of NGO work (Carman, 2011). Lecy and Searing (2015) also highlight the importance of continuous evaluation and refinement of performance metrics to ensure their ongoing relevance and effectiveness (Lecy & Searing, 2015). These recommendations are crucial for NGOs operating in complex environments, where traditional performance measurement tools may fall short.

In conclusion, the literature on employee performance measurement in the NGO sector underscores the importance of integrating theoretical insights, empirical findings, and conceptual frameworks. By leveraging comprehensive and adaptive measurement tools, NGOs can enhance their accountability, effectiveness, and overall impact. Future research should continue to explore innovative approaches to performance measurement, ensuring that NGOs are equipped to meet the evolving demands of their stakeholders and the communities they serve.

#### **2.1.4.2. Effect of Conflict on Employee Performance**

The relationship between conflict and employee performance has been extensively studied, with a particular focus on the positive effects of different types of conflict. Theoretically, conflict can be categorized into interpersonal, intrapersonal, intergroup, and intragroup conflicts, each with distinct implications for performance. The Dual Concern Theory suggests that these conflicts, when managed effectively, can enhance individual and organizational outcomes by encouraging diverse perspectives and problem-solving (Pruitt & Rubin, 1986). Additionally, Tjosvold's (2008) Positive Conflict Model posits that conflicts can foster innovation and improve performance if they are approached constructively (Tjosvold, 2008).

Empirical studies provide evidence supporting the positive effects of interpersonal conflict on employee performance. For instance, research by Amason (1996) demonstrated that interpersonal conflicts, when focused on task-related issues rather than personal grievances, can lead to better decision-making and performance improvements (Amason, 1996). Similarly, a study by De Dreu and Weingart (2003) found that moderate levels of interpersonal conflict can enhance team performance by stimulating critical thinking and creativity (De Dreu & Weingart, 2003). Conceptually, Jehn's (1995) typology of conflict highlights that task-oriented interpersonal conflicts can be beneficial, distinguishing them from relationship-oriented conflicts that are typically detrimental (Jehn, 1995).

Intrapersonal conflict, often arising from role ambiguity or internal dilemmas, can also have positive effects on employee performance. Theoretically, Cognitive Dissonance Theory suggests that individuals experiencing intrapersonal conflict are motivated to resolve inconsistencies, leading to personal growth and improved performance (Festinger, 1957). Empirical research by O'Neill et al. (2009) found that intrapersonal conflict can drive employees to seek clarity and better align their roles with organizational goals, thereby enhancing performance (O'Neill et al., 2009). Conceptually, intrapersonal conflict can be seen as a catalyst for self-reflection and professional development, as proposed by Kahn et al. (1964) in their role theory framework (Kahn et al., 1964).

Intergroup conflict, when managed appropriately, can also contribute positively to employee performance. Theoretically, Social Identity Theory posits that intergroup conflicts can strengthen group cohesion and identity, motivating members to enhance their performance to outperform rival groups (Tajfel & Turner, 1979). Empirical studies by Jehn and Mannix (2001) indicate that



functional intergroup conflict can promote intergroup competition, leading to higher levels of innovation and productivity (Jehn & Mannix, 2001). Conceptually, intergroup conflict can be framed as a mechanism for driving organizational competitiveness and continuous improvement, as discussed by Brown (1983) in his analysis of intergroup dynamics (Brown, 1983).

Intragroup conflict, involving disagreements within a team, can also positively impact employee performance under certain conditions. Theoretically, Groupthink Theory highlights the dangers of excessive harmony and the benefits of intragroup conflict in preventing conformity and encouraging diverse viewpoints (Janis, 1972). Empirical research by Tjosvold et al. (2004) demonstrated that constructive intragroup conflict can lead to enhanced team performance by fostering open communication and collaborative problem-solving (Tjosvold et al., 2004). Conceptually, the Inverted-U Hypothesis of Conflict suggests that a moderate level of intragroup conflict is optimal for maximizing team performance, as it balances the need for cohesion with the benefits of diverse perspectives (Pondy, 1967).

Integrating these theoretical, empirical, and conceptual perspectives provides a comprehensive understanding of how different types of conflict can positively influence employee performance. For instance, applying the Positive Conflict Model to interpersonal and intrapersonal conflicts can help organizations develop strategies to harness the constructive aspects of these conflicts (Tjosvold, 2008). Empirical findings by Amason (1996) and O'Neill et al. (2009) support this integrated approach, suggesting that task-focused conflicts and role clarity initiatives can lead to performance improvements (Amason, 1996; O'Neill et al., 2009). Additionally, the Inverted-U Hypothesis and Groupthink Theory underscore the importance of maintaining an optimal level of conflict to stimulate innovation and avoid conformity (Janis, 1972; Pondy, 1967).

In conclusion, the literature on the positive effects of conflict on employee performance highlights the potential benefits of managing interpersonal, intrapersonal, intergroup, and intragroup conflicts effectively. By integrating theoretical insights, empirical findings, and conceptual models, organizations can develop comprehensive strategies to leverage the constructive aspects of conflict. Future research should continue to explore the nuanced dynamics of different types of conflict, ensuring that organizations are equipped to maximize their positive impact on employee performance.

## **2.2. Empirical Literature**

The relationship between organizational conflict and employee performance has been a focal point of empirical research. Studies suggest that different types of conflict—interpersonal, intrapersonal, intergroup, and intragroup—can positively impact employee performance when managed effectively. Interpersonal conflict, defined as disagreements between individuals, can enhance performance by promoting critical thinking and creativity. For instance, De Dreu and Weingart (2003) found that moderate levels of interpersonal conflict can lead to better team outcomes by encouraging diverse perspectives and solutions (De Dreu & Weingart, 2003). Similarly, Jehn (1995) demonstrated that task-oriented interpersonal conflicts are positively correlated with improved decision-making and problem-solving capabilities (Jehn, 1995).

Intrapersonal conflict, which involves internal struggles within an individual, can also yield positive outcomes. Cognitive dissonance theory posits that individuals experiencing intrapersonal conflict are motivated to resolve inconsistencies, leading to personal growth and enhanced performance (Festinger, 1957). Empirical evidence supports this theory; O'Neill et al. (2009) found that intrapersonal conflict drives employees to seek role clarity and better align their responsibilities with organizational goals, resulting in improved performance (O'Neill et al., 2009). Moreover, the study highlights that employee who experience and resolve intrapersonal conflicts tend to develop better problem-solving skills and greater adaptability (O'Neill et al., 2009).

Intergroup conflict, which occurs between different groups within an organization, can also be beneficial. Social identity theory suggests that intergroup conflicts can strengthen group cohesion and identity, motivating members to enhance their performance to outperform rival groups (Tajfel & Turner, 1979). Empirical research by Jehn and Mannix (2001) supports this theory, showing that functional intergroup conflict promotes healthy competition, leading to higher levels of innovation and productivity (Jehn & Mannix, 2001). The study further indicates that such conflicts can drive groups to develop more efficient processes and improve overall organizational performance (Jehn & Mannix, 2001).

Intragroup conflict, which involves disagreements within a team, can also positively affect performance. Groupthink theory highlights the dangers of excessive harmony and the benefits of intragroup conflict in preventing conformity and encouraging diverse viewpoints (Janis, 1972). Tjosvold et al. (2004) provide empirical support for this theory, showing that constructive

intragroup conflict can enhance team performance by fostering open communication and collaborative problem-solving (Tjosvold et al., 2004). The study demonstrates that teams experiencing moderate levels of intragroup conflict tend to generate more innovative solutions and achieve higher productivity (Tjosvold et al., 2004).

Further empirical research underscores the nuanced relationship between conflict and performance. For example, Amason (1996) found that while dysfunctional conflict negatively impacts performance, functional conflict—particularly task conflict—can lead to better strategic decisions and higher performance levels (Amason, 1996). The study suggests that organizations should encourage task-focused conflicts while minimizing relationship conflicts to optimize performance outcomes (Amason, 1996). This finding is corroborated by DeChurch and Marks (2001), who emphasize the importance of conflict management strategies in enhancing the positive effects of conflict on performance (DeChurch & Marks, 2001).

The role of leadership in managing conflict is also critical. Empirical studies highlight that effective leadership can transform potentially negative conflicts into opportunities for growth and performance improvement. For instance, De Dreu et al. (2004) found that leaders who promote a collaborative conflict management style are more likely to harness the positive aspects of conflict, leading to enhanced team performance (De Dreu et al., 2004). The study indicates that leadership plays a pivotal role in setting the tone for how conflicts are perceived and managed within an organization (De Dreu et al., 2004).

Additionally, the context in which conflict occurs significantly influences its impact on performance. Empirical evidence by Bendersky and Hays (2012) suggests that the organizational climate and culture can moderate the effects of conflict on performance. The study found that in organizations with a supportive and open culture, conflicts are more likely to be constructive and lead to performance improvements (Bendersky & Hays, 2012). Conversely, in rigid and hierarchical cultures, conflicts tend to be destructive and detrimental to performance (Bendersky & Hays, 2012).

The positive effects of conflict on performance are also evident in cross-cultural studies. For instance, a study by Tjosvold et al. (2004) compared conflict management practices in collectivist and individualist cultures. The findings suggest that in collectivist cultures, where group harmony

is highly valued, conflicts are managed more collaboratively, leading to better performance outcomes (Tjosvold et al., 2004). In contrast, in individualist cultures, conflicts are often managed competitively, which can either enhance or hinder performance depending on the context (Tjosvold et al., 2004).

Finally, recent empirical studies highlight the importance of training and development in managing conflict. For example, Robbins and Judge (2019) found that organizations that invest in conflict management training for their employees see significant improvements in performance. The study demonstrates that training helps employees develop the skills to handle conflicts constructively, turning potential challenges into opportunities for growth and innovation (Robbins & Judge, 2019). This finding underscores the need for ongoing professional development to maximize the positive effects of conflict on employee performance.

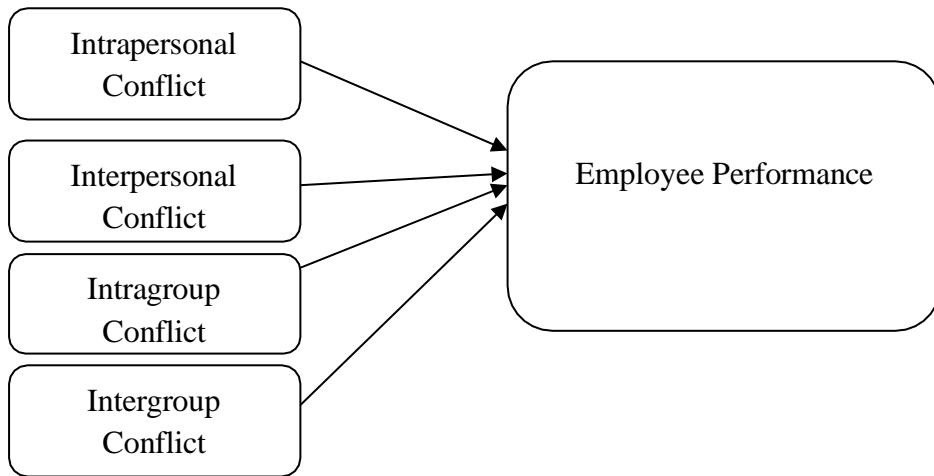
In conclusion, empirical research consistently shows that different types of conflict—interpersonal, intrapersonal, intergroup, and intragroup—can positively impact employee performance when managed effectively. By fostering a collaborative environment, promoting effective leadership, and investing in conflict management training, organizations can leverage the constructive aspects of conflict to enhance performance. Future research should continue to explore the dynamic interplay between conflict and performance, ensuring that organizations are equipped to navigate the complexities of workplace conflict and harness its potential benefits.

### **2.3. Conceptual Framework**

The conceptual framework for understanding the positive effects of organizational conflict on employee performance involves examining four key types of conflict: interpersonal, intrapersonal, intergroup, and intragroup conflicts. Each type of conflict can contribute to enhanced performance through mechanisms that promote critical thinking, creativity, and innovation. Interpersonal conflict, when managed constructively, can stimulate diverse viewpoints and foster a more comprehensive problem-solving approach (De Dreu & Weingart, 2003). Tjosvold (2008) suggests that conflicts focused on tasks rather than personal issues can lead to better decision-making and performance outcomes, as employees are encouraged to challenge assumptions and explore alternative solutions (Tjosvold, 2008).

Intrapersonal conflict, which involves internal struggles and role ambiguities, can drive personal growth and improved performance. Festinger's (1957) Cognitive Dissonance Theory posits that individuals experiencing intrapersonal conflict are motivated to resolve inconsistencies, leading to enhanced self-awareness and professional development (Festinger, 1957). This theoretical perspective is supported by empirical research, such as the study by O'Neill et al. (2009), which found that intrapersonal conflict prompts employees to seek clarity and align their roles with organizational goals, resulting in increased performance (O'Neill et al., 2009). Conceptually, intrapersonal conflict can be seen as a catalyst for personal development and skill enhancement, contributing to overall organizational effectiveness (Kahn et al., 1964).

Intergroup and intragroup conflicts also play crucial roles in enhancing employee performance. Social Identity Theory suggests that intergroup conflicts can strengthen group cohesion and drive members to achieve higher performance levels to outperform competing groups (Tajfel & Turner, 1979). Empirical studies, such as those by Jehn and Mannix (2001), indicate that functional intergroup conflict can foster healthy competition, leading to innovation and productivity gains (Jehn & Mannix, 2001). Similarly, intragroup conflict, when managed constructively, can prevent groupthink and promote diverse perspectives, resulting in better team performance (Janis, 1972). Tjosvold et al. (2004) demonstrate that constructive intragroup conflict enhances team dynamics and collaboration, ultimately improving performance outcomes (Tjosvold et al., 2004). These conceptual insights underscore the importance of managing conflicts effectively to harness their positive potential for organizational performance.



Source: Constructed by Researcher, 2024

**Figure 1: Conceptual Framework of the Research**

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODS**

This section presents the methods that are used to conduct the study. This includes the design and variables of the study, data collection instruments, data collection procedures, sampling of participants, and method of data collection and analysis.

#### **3.1. Research Design**

Research design is the overall strategy that the researcher chooses to integrate the different components of the study coherently and logically. It ensures that the researcher effectively addresses the research; it constitutes the blueprint for the collection, measurement, and analysis of data. “A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure” (Kothari 2004). There are different types of research designs namely explanatory, exploratory, predictive, causal, correlation, and descriptive research designs. The research design of this study is explanatory because this type of research is essential for establishing a cause-and-effect relationship between variables.

#### **3.2. Research Approach**

The research approach refers to the plans and procedures for the researcher that spans the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation.

There are three types of research approaches namely, quantitative, qualitative, and mixed research approaches. For this study, the researcher used a quantitative research approach because the research design is explanatory and the research problem requires measuring the variables of organizational conflict and assessing the effect of these variables on employee performance.

### **3.3. Population, Sample Size and Sampling Procedure**

#### **3.3.1. Target Population**

The study population refers to the total collection of elements which one would like to study or make inferences. The sample refers to the individual participant or subjects on whom the measurement is taken (Cooper and Schindler, 2011)

The population of interest for this study is staff members of the Save the Children. There are different departments and functions in the organization. Staff members (both team leaders and employees) from selected departments and functions are sampled as respondents for the study. A total number of 250 employees are working in different departments including finance, human resource, logistics and program in Addis Ababa. This is being considered as population group from which sample participants drawn for the study.

#### **3.3.2. Sample Size Determination**

The sample size is determined by the following relation (Yemane, 1967).

$$n = \frac{N}{1 + Ne^2}$$

n= Sample size

N=Population size

e= level of precision

N= 250

250/1+250\*(0.05)<sup>2</sup>

n= 153



### **3.3.3. Sampling Technique**

Stratified random sampling is an appropriate technique for studying the effects of organizational conflict on employee performance due to its ability to ensure representation across different subgroups within the organization (Etikan & Bala, 2017). This method involves dividing the population into distinct strata based on relevant characteristics, such as department, job level, or tenure, which can affect how conflicts and performance are perceived and managed (Taherdoost, 2016). By ensuring that each stratum is proportionately represented, stratified random sampling enhances the generalizability of the findings and reduces sampling bias, thus providing a more accurate reflection of the entire organization's dynamics (Creswell & Creswell, 2018). Furthermore, this approach allows for more precise estimates of subgroup effects, which is crucial for identifying specific areas where conflict management interventions may be needed (Flick, 2018). Stratified random probability sampling is used as a sampling technique so that, every element of a sample has an equal chance of being included in the sample. The researcher chose this sampling because it needs more generalizability from the research findings.

## **3.4. Data Sources and Data Collection Method**

### **3.4.1. Data Sources**

The research is used primary data source. Primary data is collected by using a structured questionnaire.

### **3.4.2. Data Collection Methods and Tools**

A survey can be completed in a variety of ways. Questionnaires are commonly used in surveys (Cherrie et al., 2021). Structured surveys are the most effective way to gather primary data, despite their increasing cost and time commitment. This researcher is collect quantitative data through a survey questionnaire. The data is collected online via email and in person. The questionnaire has two primary elements. A survey questionnaire consisting of items on demographic variables and organizational context, employees' experiences of conflicts, frequency, and types of conflict experienced. Each asked to be responded in terms of their own degree of agreement and disagreement on five – point scale is used to measure the conflict management strategies. A Five-Point Likert scale with ratings of “strongly disagree” (1) and “strongly agree” (5) was used.

### 3.5. Methods of Data Analysis

Data analysis is the process of turning a mass of data into order, structure, and meaning .Kothari (2004) defined data analysis as the process of figuring out certain metrics and searching for patterns in the connections among the data set. Descriptive statistics (frequencies, percentages, mean, median, mode, and standard deviation) were used by the researcher to analyze the demographic characteristics of the respondents. Furthermore, inferential analysis (multiple regression analysis and correlation) was used by the researcher to explain what effect the independent variable has on the dependent variable and to evaluate the strength of the relationships among the variables.

### 3.6. Model Specification

The main objective of this study was to examine the effect of organizational conflict on employees' performance. This research used a regression model to estimate the average value of employee performance variables from the independent organizational conflict variables.

The multiple regression analysis models can be written as:

$$EP = \beta_1 IC_i + \beta_2 IPC_i + \beta_3 IGC_i + \beta_4 ICG_i + e$$

Where EP= Employee performance

$\beta_1, \beta_2, \beta_3, \beta_4$ = partial regression coefficient of independent variable

IC= Intrapersonal conflict

IP= Interpersonal conflict

IGC= Intragroup conflict

ICG= Intergroup conflict

e= is a random variable introduced to accommodate the effect of other determinants that affect employees' performance which are not included in the model. Therefore, this study is based on the assumption related to the concept that EP is affected by Intrapersonal, Interpersonal, and Intragroup and intergroup conflict.

### 3.7. Validity and Reliability

Mohajan, (2017) defines the reliability of measurement as “the extent to which it is without bias (error free) and hence ensures consistent measurement across time and the various items in the instrument”. It is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the “goodness” of the measure. The consistent reliability of the instrument is assessed using Cronbach’s alpha. It has the most utility for the multiplication of item scale at the interval of measurement (Moflih et al, 2020). A value between 0.70 to 0.90 shows high reliability, 0.50 to 0.70 shows moderate reliability, and a value below 0.5 shows low reliability. (Perry et al, 2004).

According to Khalid et al., (2012), a good measurement tool should be an accurate counter or indicator of what we are interested in measuring also known as validity. Measure validation involves establishing content, convergent, and discriminate validity. Content validity is present when experts agree that measures fall within the domain of the construct. Convergent validity is present when there is a high degree of agreement among two or more different measures of the same construct, and discriminate validity is present when measures of different constructs do not converge. When research is in the exploratory phase, slightly lower Cronbach's alpha values can be acceptable. According to Nunnally (1978), in early stages of research, a reliability coefficient of 0.5 to 0.6 can be deemed sufficient as the aim is to explore and understand the construct rather than confirm it with high precision (Nunnally, J. C. (1978). *Psychometric Theory* (2nd ed.). McGraw-Hill).

**Table 3: Summary of Cronbach's alpha values**

Variable	No of items	Cronbach’s alpha
Intrapersonal Conflict	5	.801
Interpersonal Conflict	5	.995
Intragroup Conflict	5	.638
Intergroup Conflict	5	.773
Employee Performance	10	.809

Source: Own survey 2024. Adopted from Lee Cronbach in 1956.

### **3.8. Ethical Consideration**

In order to carry out this study effectively, the following ethical considerations were taken into account. The selected respondents were assured of the confidentiality of their data and were willing to provide the necessary information. They were not coerced into answering questions they were uncomfortable with. All responses from the participants were respected and included in the report in an ethical manner. Participants were guaranteed that their information would only be used for academic purposes and not for any other reasons.

## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION

This chapter explains the analysis and interpretation of the findings resulting from the study of an assessment of organizational conflict and effect on employee performance on the case of save the children Addis Ababa Ethiopia. The analysis and interpretation of data are carried out based on the results of the questionnaire and deal with a quantitative analysis of the data.

#### 4.1. Response Rate

**Table 4.1: Response rate of respondents**

Total Distributed Questionnaires	153
Returned Questionnaires	133
Not Returned Questionnaires	14
Discarded	6

Source: Own survey 2024

Table 4.1 describes that a total of 153 questionnaires were distributed, 14 questionnaires were not collected from the respondents, 6 of the questionnaires were discarded because they were not filled properly, and 133 questionnaires were completed and received. Therefore, only 133 questionnaires were used to interpret the results.

## 4.2. Demographic Profile of Respondents

**Table 4.2 Demographic characteristic of respondents**

Item	Category of item	Frequency	Percentage
Gender	Male	56	42.1
	Female	77	57.9
Age	<25	40	30.1
	25-36	22	16.5
	37-40	39	29.3
	>50	32	24.1
Work Experience	1-5	47	35.3
	6-10	53	39.8
	Above 10 year	33	24.8
Academic Qualification	BA/BSC	10	7.5
	MA/MSC	87	65.4
	PhD	36	27.1
Department	Program	94	70.7
	Human resource	10	7.5
	Finance	15	11.3
	Supply Chain	14	10.5

Source; own survey data 2024

The demographic composition of the respondents in the study on organizational conflict and its effect on employee performance at Save the Children reveals significant insights. Table 4.2 indicates that out of 133 respondents, 56 (42.1%) were male, and 77 (57.9%) were female, highlighting that female employees form the majority of the target population. Age distribution shows that a substantial proportion of the workforce is younger, with 40 (30.1%) employees under 25, and a notable presence in other age brackets, indicating a diverse age range within the organization. Work experience data reveals that 53 (39.8%) employees have 6-10 years of experience, suggesting that the majority of the workforce is relatively experienced. Educational background shows a significant leaning towards higher education, with 87 (65.4%) holding a Master's degree, which may influence the ways in which conflict is managed and resolved. Lastly,

the departmental distribution reveals that 94 (70.7%) of respondents work in the program department, which is critical for the organization’s operations. These demographic insights are crucial for understanding how different groups within the organization perceive and are affected by conflict, and how these conflicts in turn impact their performance. This diverse sample ensures that the findings are representative of various segments within the organization, providing a comprehensive understanding of the dynamics between organizational conflict and employee performance.

### 4.3. Descriptive statistics of the Study Variables

The descriptive statistics of the variables are presented hereafter; revealing the mean, standard deviation, maximum, and minimum of the attributes in each predictor variable. The average score from the 5-point Likert scale with 5 as strongly agree and 1 as strongly disagree for all the variables was computed to show the proportion of the respondents that either strongly agreed or disagreed with the items of the variables.

**Table 4.3: Descriptive Statistics of the study variables**

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic
Intrapersonal conflict	133	1.00	4.20	3.0571	0.58339
Interpersonal conflict	133	1.60	4.40	2.8977	0.52721
Intragroup conflict	133	1.20	4.60	3.0917	0.69217
Intergroup conflict	133	1.00	4.40	3.0827	0.61453
Employee performance	133	2.00	5.00	3.9030	0.61360

Source: Own survey 2024

As indicated in the table above, it is evident that intrapersonal conflict had a mean score of 3.0571 and a standard deviation of 0.58339. Interpersonal conflict, on the other hand, had a mean score of 2.8977 and a standard deviation of 0.52721, making it the variable with the lowest score among

the others. Intragroup conflict had the highest mean score of 3.0917 and a standard deviation of 0.69217 compared to the other variables. Intergroup conflict had a mean score of 3.0827 and a standard deviation of 0.61453.

The descriptive statistics suggest that intragroup conflict is the most prevalent within Save the Children International. In terms of employee performance, the mean score was found to be 3.9030, indicating that employees perceive overall employee performance to be the highest among the variables discussed.

#### 4.4. Inferential Analysis

##### 4.4.1. Correlation Analysis

Correlation analysis was used to measure the strength or degree of association between variables. The Pearson Product-Moment Correlation Coefficient is a statistic that indicates the degree to which two variables are related to one another. The sign of a correlation coefficient (+or -) indicates the direction of the relationship, its value varies between -1.00 and +1.00. The sign shows whether there is a positive correlation (as one variable increases, others also increase) or a negative correlation (as one variable increases, others decrease). A positive correlation indicates a direct positive relationship between two variables. A higher correlation value indicates a stronger relationship between both sets of data (Coetzee 2003). A negative correlation, on the other hand, indicates an inverse, negative relationship between two variables (Ruud et.al.2012).

**Table 4.4: Measures of associated variables and descriptive adjectives**

Measure of Association	Descriptive Adjective
>0.00 to 0.20 ; <-0.00 to - 0.20	Very weak or very low
>0.20 to 0.40; <-0.20 to- 0.40	Weak or low
>0.40 to 0.60; <-0.40 to- 0.60	Moderate
>0.60 to 0.80; <-0.60 to- 0.80	Strong or high
>0.80 to 1.0; <-0.80 to- 1.0	Very high or very strong

Source: Mac Eachen, 1982

Hence, the correlation output of the independent and dependent variable is interpreted based on Table 4.4



**Table 4.5: Correlation between Organizational conflict and Employee Performance**

		Correlations				
		Employee performance	Intrapersonal conflict	Interpersonal conflict	Intragroup conflict	Intergroup conflict
Employee performance	Pearson Correlation	1	.633**	.545**	.696**	.711**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	133	133	133	133	133
Intrapersonal conflict	Pearson Correlation	.633**	1	.660**	.668**	.583**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	133	133	133	133	133
Interpersonal conflict	Pearson Correlation	.545**	.660**	1	.512**	.453**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	133	133	133	133	133
Intragroup conflict	Pearson Correlation	.696**	.668**	.512**	1	.787**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	133	133	133	133	133
Intergroup conflict	Pearson Correlation	.711**	.583**	.453**	.787**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	133	133	133	133	133

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

The survey results, along with the significant Pearson correlation figures (0.633, 0.696, 0.711) with  $p < 0.05$ , indicate that intrapersonal, intragroup, and intergroup conflict exhibit a strong positive association with employee performance. In contrast, interpersonal conflict with 0.545

shows a positive but moderate correlation with employee performance, suggesting a relatively smaller impact of interpersonal conflict on employee performance.

#### 4.4.2. Regression Analysis

Regression analysis was used to predict the effect of the independent variables on the dependent variable. Multiple regressions were conducted to determine if organizational conflict dimensions significantly predict employee performance.

Different kinds of assumptions are used for multiple regression analysis such as normality of distribution, linear relationship, multi-co-linearity, and homoscedasticity.

##### 4.4.2.1. Normality Test

**Table 4.6: Skewness and Kurtosis statistics**

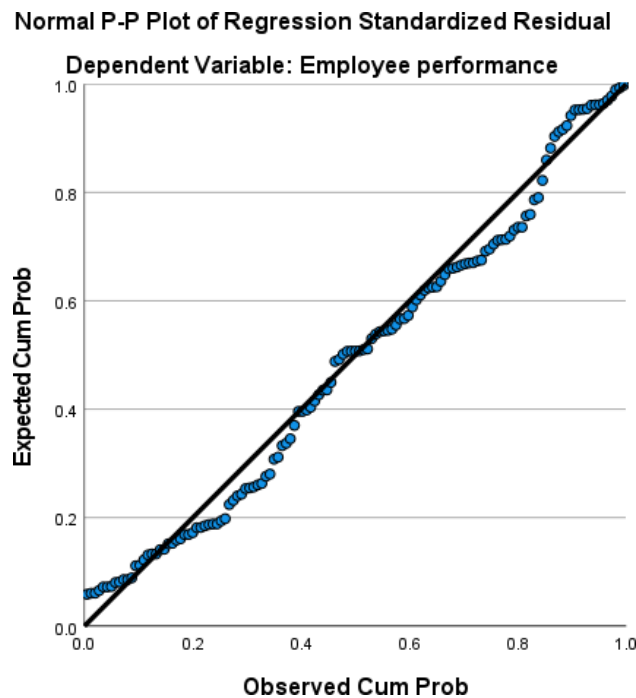
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Employee performance	133	-0.446	0.210	0.157	0.417
Intrapersonal conflict	133	-0.518	0.210	1.716	0.417
Interpersonal conflict	133	0.189	0.210	0.916	0.417
Intragroup conflict	133	0.071	0.210	0.416	0.417
Intergroup conflict	133	-0.393	0.210	2.099	0.417
Valid	133				

Source: Own Source 2024

The values for skewness between -2 and +2 are considered acceptable to prove normal univariate distribution (George & Mallery, 2010). Hair et al. (2010) and Bryne (2010) argued that data is considered to be normal if skewness is between -2 to +2 and kurtosis is between -7 to +7. Based on the result of Table 4.6, the normality of the distribution is satisfied for this study.

#### 4.4.2.2. Linearity Assumption

The study applied a normal P-P Plot of regression Standardized Residual to test linearity seen in Figure 2. Since the points were symmetrically distributed around a diagonal line, a linearity pattern was observed. In the normal probability plot, it will be expected that points are relatively straight diagonal lines from bottom left to top right. This would suggest no major deviations from linearity. Therefore, the straight-line relationship between the residuals and the predicted dependent variable scores depicted that linearity was achieved.



**Figure 2: Normal Point Plot of Standard Residual**

Source: Own survey 2024

#### 4.4.2.3. Multi-co linearity

In this research multi-co-linearity was checked with tolerance and VIF

**Table 4.7: Result of Multi-co-Linearity Test**

Model		Co linearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Intrapersonal conflict	0.414	2.415
	Interpersonal conflict	0.555	1.802
	Intragroup conflict	0.313	3.197
	Intergroup conflict	0.374	2.673

Dependent Variable: Employee performance

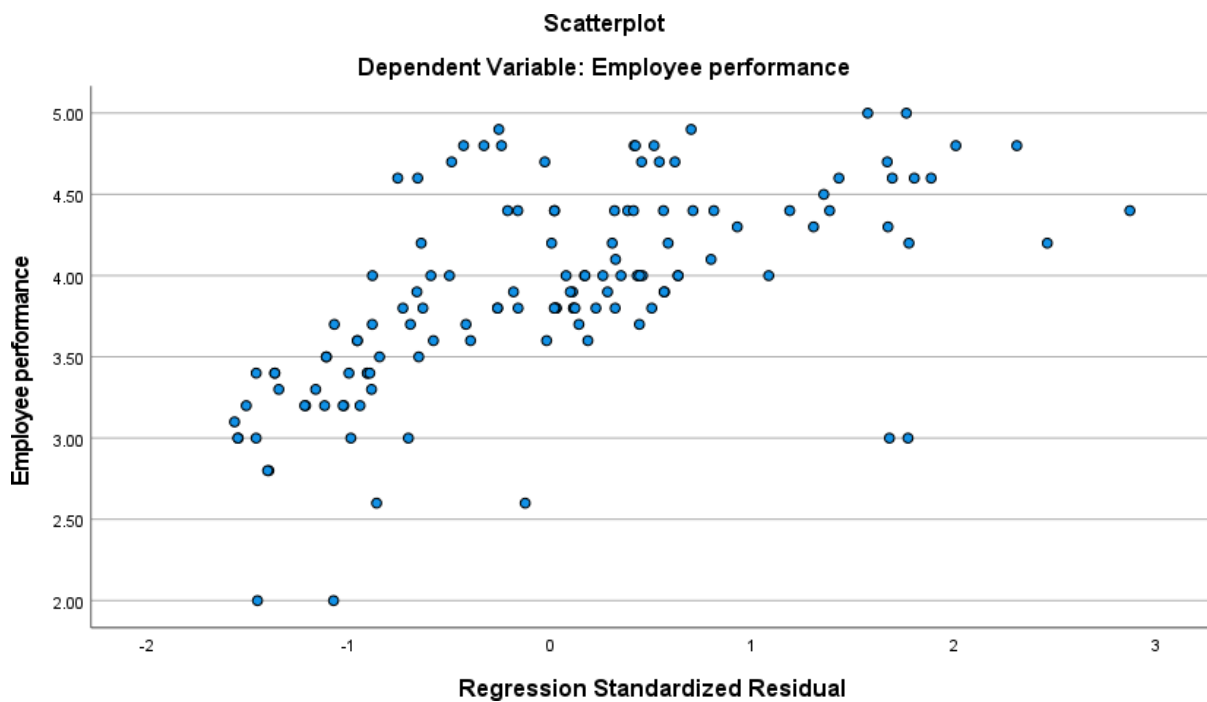
Source: Own Survey 2024

As per Andy (2006), a tolerance value below 0.1 typically indicates a significant issue of co linearity, while VIF values exceeding 10 are considered problematic (Liu, 2010). In this study, all predictors exhibited tolerances above 0.1 and VIF values below 10. Specifically, intrapersonal conflict had a tolerance of 0.414 and a VIF of 2.415, interpersonal conflict had a tolerance of 0.555 and a VIF of 1.802, intragroup conflict had a tolerance of 0.313 and a VIF of 3.197, and intergroup conflict had a tolerance of 0.374 and a VIF of 2.673. These results suggest that multi co linearity is not a concern, indicating that the model is likely to remain robust even with minor variations in the measured variables.

#### 4.4.2.4. Homoscedasticity Assumption

Homoscedasticity helps to check that the relationship under investigation is the same for the entire range of the dependent variable and lack of homoscedasticity is shown by higher errors (residuals) for some portions of the range, which can be seen on the scatter plot (Garson, 2012).

As it is shown in Figure 3, the points fall roughly on a straight line, which indicates that there is a linear relationship between x and y. Therefore, it can be concluded that the assumptions of the standard residual are homoscedasticity.



**Figure 3: Scatter Plot of Standard Residual**

Source: Own survey 2024

#### 4.4.2.5. Multiple Regression Analysis

Multiple regression analyses were conducted to measure the impacts between the independent variables and the dependent variable. The regression results are shown in the table.

**Table 4.8: Model Summary**

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
1	0.778 <sup>a</sup>	0.605	0.593	0.39154	.000 <sup>b</sup>

a. Predictors: (Constant), Intergroup conflict, Interpersonal conflict, Intrapersonal conflict, Intragroup conflict

b. Dependent Variable: Employee performance

Source: Own survey

An R-squared value of 0.605 suggests that approximately 60.5% of the variance in employee performance can be attributed to the combined effects of organizational conflict. This indicates a robust model, as more than half of the variability in employee performance is captured by organizational conflict.

The adjusted R-squared value of 0.593 indicates that, after accounting for the number of predictors, the model explains around 59.3% of the variance in employee performance. This value is slightly lower than the R-squared, suggesting a modest reduction in explanatory power.

**Table 4.9: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.076	4	7.519	49.046	.000 <sup>b</sup>
	Residual	19.623	128	.153		
	Total	49.699	132			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Intergroup conflict, Interpersonal conflict, Intrapersonal conflict, Intragroup conflict

Source: Own survey 2024

The ANOVA table provides the overall acceptability of the model being tested from a statistics point of view. The high F-value (49.046) and the very low p-value (0.000) indicate that the model

is highly statistically significant. This means that organizational conflict collectively have a significant effect on employee performance.

**Table 4.10 Results of multiple regression analysis**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.097	.217		5.048	0.000
	Intrapersonal conflict	.184	.091	.175	2.028	0.045
	Interpersonal conflict	.180	.087	.155	2.077	0.040
	Intragroup conflict	.178	.088	.200	2.016	0.046
	Intergroup conflict	.380	.091	.381	4.194	0.000

a. Dependent Variable: Employee performance

Source: Own survey 2024

The following conclusions can be drawn from the above table. Table 4.10 indicates that the standard coefficient (B=.175) indicates that intrapersonal conflict positively affected employees' performance. This means that a one-unit increase in intrapersonal conflict leads to a 17.5 increase in employees' performance. And has a p-value of 0.045, which is less than the acceptable value of 0.05, which indicates that it has a significant effect on employee performance.

Interpersonal conflict has a standard coefficient (B=.155) that affects employee performance positively and has a p-value of 0.040; it is less than the accepted value of 0.05, which indicates that it has a significant effect on employee performance.

Intragroup conflict has a standard coefficient (B=.200) that affects employee performance positively and has a p-value of 0.046; it is less than the accepted value of 0.05, which indicates that it has a significant effect on employee performance.

Intergroup conflict has a standard coefficient ( $B=.381$ ) that affects employee performance positively and has a p-value of 0.000; it is less than the acceptable value of 0.05, which indicates that it has a significant effect on employee performance.

### **Hypothesis Testing Results**

H1: Intrapersonal Conflict has a positive significant effect on Employee performance. The coefficient of ( $B=.175$ ) indicates from multiple regression analysis results from intrapersonal conflict positively affected employees' performance. This means that a one-unit increase in intrapersonal conflict leads to a 17.5 increase in employees' performance. And has a p-value of 0.045, which is less than the acceptable value of 0.05, which indicates that it has a significant effect on employee performance. Therefore, the researcher accepts the hypothesis.

H2: Interpersonal Conflict has a positive significant effect on Employee performance. The coefficient of ( $B=.155$ ) indicates from multiple regression analysis results from intrapersonal conflict positively affected employees' performance. This means that a one-unit increase in intrapersonal conflict leads to a 15.5 increase in employees' performance. And has a p-value of 0.040, which is less than the acceptable value of 0.05, which indicates that it has a significant effect on employee performance. Therefore, the researcher accepts the hypothesis.

H3: Intragroup Conflict has a positive significant effect on Employee performance. The coefficient of ( $B=.200$ ) indicates from multiple regression analysis results from intrapersonal conflict positively affected employees' performance. This means that a one-unit increase in intrapersonal conflict leads to a 20 increase in employees' performance. And has a p-value of 0.046, which is less than the acceptable value of 0.05, which indicates that it has a significant effect on employee performance. Therefore, the researcher accepts the hypothesis.

H4: Intergroup Conflict has a positive significant effect on employee performance. The coefficient of ( $B=.381$ ) indicates from multiple regression analysis results from intrapersonal conflict positively affected employees' performance. This means that a one-unit increase in intrapersonal conflict leads to a 38.1 increase in employees' performance. And has a p-value of 0.000, which is less than the acceptable value of 0.05, which indicates that it has a significant effect on employee performance. Therefore, the researcher accepts the hypothesis.



## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter presents a summary of the research findings, a conclusion, and presents recommendations based on the analyzed data. The main objective of this research was to explain the effect of organizational conflict on employee performance at save the children international.

#### 5.1. Summary of major Findings

The result of the correlation analysis indicates that:

- There is a positive and strong correlation between intrapersonal conflict and employee performance. This means intrapersonal conflict has a positive effect on employees' performance.
- There is a positive and moderate correlation between interpersonal conflict and employee performance. This means interpersonal conflict has a positive effect on employees' performance.
- There is a positive and strong correlation between intragroup conflict and employee performance. This means intragroup conflict has a positive effect on employees' performance.
- There is a positive and strong correlation between intergroup conflict and employee performance. This means intergroup conflict has a positive effect on employees' performance.

The result of the regression analysis indicates that:

- Intrapersonal conflict has a strong positive effect on employee performance with a high standardized coefficient (Beta=0.175) value and a statistically significant p-value (p=0.045).
- Interpersonal conflict has a moderate positive effect on employee performance with a high standardized coefficient (Beta=0.155) value and a statistically significant p-value (p=0.040).
- Intragroup conflict has a strong positive effect on employee performance with a high standardized coefficient (Beta=0.200) value and a statistically significant p-value (p=0.046).

- Intergroup conflict has a strong positive effect on employee performance with a high standardized coefficient (Beta=0.381) value and a statistically significant p-value (p=0.000).

## **5.2. Conclusions**

The purpose of this study was to examine the effect of organizational conflict on employee performance at save the children international. A total of 133 employees with different genders, experience and job positions were surveyed.

In this study, four variables (Intrapersonal, interpersonal, intragroup and intergroup conflict) that affect employee performance were used and their effect on employee performance was analyzed. To analyze the data descriptive statistics like frequencies, percentages, figures, tables, correlation, and regression analysis were used.

From the correlation analysis, it can be concluded that there is a positive and strong correlation between intrapersonal, intergroup and intergroup conflict and employee performance. And there is a positive and moderate correlation between interpersonal conflict and employees' performance.

Firstly, intrapersonal conflict, characterized by internal struggles within individuals, demonstrates a strong positive correlation with employee performance. This indicates that employees who experience intrapersonal conflict are likely to exhibit higher levels of performance. The regression analysis reinforces this relationship, showing a statistically significant effect (Beta=0.175, p=0.045). Intrapersonal conflicts may spur individuals to resolve cognitive dissonance and align their roles more effectively, thereby enhancing their productivity and contribution to organizational goals.

Secondly, interpersonal conflict, involving disagreements between individuals, also shows a positive correlation with employee performance, albeit to a moderate extent. This suggests that moderate levels of interpersonal conflict can stimulate critical thinking and creativity among employees, leading to improved performance outcomes. The regression results support this finding with a significant standardized coefficient (Beta=0.155, p=0.040), highlighting the constructive role of interpersonal conflicts in fostering innovative solutions and decision-making processes.

Thirdly, intragroup conflict, which occurs within teams or departments, exhibits a strong positive correlation with employee performance. This type of conflict enhances team dynamics by

encouraging open communication and diverse perspectives. The regression analysis confirms a significant impact (Beta=0.200, p=0.046), indicating that managed intragroup conflicts contribute positively to team cohesion and effectiveness, thereby boosting overall performance.

Fourthly, intergroup conflict, involving disputes between different groups within the organization, demonstrates the strongest positive correlation with employee performance. Such conflicts often stimulate competition and drive groups to achieve higher performance levels compared to rival groups. The regression findings highlight a robust effect (Beta=0.381, p=0.000), emphasizing that constructive intergroup conflicts foster innovation, strategic thinking, and organizational success.

In conclusion, the study underscores that various forms of organizational conflict whether they are internal (intrapersonal and interpersonal) or group-related (intragroup and intergroup) play pivotal roles in enhancing employee performance. These conflicts contribute positively by stimulating creativity, encouraging strategic thinking, and fostering cohesive teamwork. The significant regression coefficients and p-values affirm the importance of effectively managing conflicts within organizations to harness their constructive potential. By understanding and leveraging the positive aspects of conflict, organizations can cultivate environments that promote innovation, resilience, and continuous improvement in employee performance. Therefore, embracing and managing conflicts appropriately can be strategic assets for organizational success and growth in dynamic and competitive environments.

### **5.3. Recommendations**

Based on the findings from the correlation and regression analyses regarding the positive effects of various types of organizational conflict on employee performance, several recommendations can be made to optimize these benefits within the workplace.

Firstly, it is recommended that organizations acknowledge and leverage intrapersonal conflicts as potential drivers of employee performance. Intrapersonal conflicts, which involve internal struggles and role ambiguities, are shown to have a strong positive correlation with employee performance. This suggests that organizations should foster environments that encourage constructive self-reflection and personal growth among employees. By promoting activities such as self-assessment, goal-setting, and professional development programs, organizations can empower employees to resolve internal conflicts effectively, thereby enhancing their performance.

Secondly, recognizing the positive correlation between interpersonal conflict and employee performance, organizations should adopt strategies to manage interpersonal conflicts in a constructive manner. Interpersonal conflicts, characterized by disagreements between individuals, can stimulate critical thinking and creativity. To capitalize on these benefits, training programs in conflict resolution and communication skills should be implemented. Such initiatives can help employees navigate interpersonal conflicts more effectively, fostering collaborative relationships and improving overall team performance.

Thirdly, given the strong positive correlation between intragroup conflict and employee performance, organizations should encourage the constructive management of conflicts within teams. Intragroup conflicts, which arise among team members, can lead to enhanced problem-solving and innovation when handled appropriately. Team-building exercises, regular feedback sessions, and clear communication channels are essential in cultivating a supportive team environment where conflicts are addressed openly and resolved constructively. This approach not only strengthens team cohesion but also boosts individual and collective performance outcomes.

Moreover, organizations should recognize the significant impact of intergroup conflicts on employee performance, as indicated by the strong positive correlation found. Intergroup conflicts, involving disputes between different departments or teams within an organization, can spur healthy competition and drive innovation. To harness these benefits, cross-functional collaboration

initiatives and joint project assignments can be implemented. By fostering a culture that values diverse perspectives and encourages collaborative problem-solving across organizational boundaries, intergroup conflicts can be transformed into opportunities for organizational growth and improved performance.

Lastly, to effectively implement these recommendations, organizational leadership plays a crucial role. Leaders should champion a culture that values constructive conflict resolution and supports continuous learning and development. Providing leadership training in conflict management, promoting transparency in decision-making processes, and actively engaging in conflict mediation when necessary are essential leadership practices. By demonstrating commitment to managing conflicts positively and fostering a supportive work environment, leaders can cultivate a culture where conflicts contribute positively to employee performance and organizational success.

In conclusion, by embracing and managing intrapersonal, interpersonal, intragroup, and intergroup conflicts effectively, organizations can harness their potential to enhance employee performance. Through targeted interventions, supportive leadership, and a commitment to fostering a culture of constructive conflict resolution, organizations can turn conflicts into catalysts for innovation, collaboration, and overall organizational excellence.

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**APPENDICES**  
**ST. MARY'S UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**MASTER OF ARTS IN BUSINESS ADMINISTRATION**

**Appendix One: Questionnaire**

Dear Respondent,

I am inviting you to participate in this research by completing the following survey questionnaire the purpose is to gather data on the assessment of organizational conflict and effect on employees performance: the case of Save the Children International Addis Ababa for the partial fulfillment of the requirement for the award of a master's degree in business administration. Therefore, I kindly request your support to fill this questionnaire genuinely and I assure you that the data will be used solely for the intended academic purpose and the information you provide will be kept strictly confidential.

Your participation is voluntary, and you can end the survey at any time if you decide you don't want to take part. Participation or your answers will not affect any services that you or your family may receive from Save the Children or other organisations.

By TigestSori

Mob: 0939325436, email: tgsori@gmail.com

N.B: You don't have to write your name. Fill each part of the questionnaire with honesty and attention. You are kindly requested to give genuine responses by Put a tick (√) mark in the box that corresponds your choice from the given alternatives.

## Part One: Demographic characteristics

Gender	Male	
	Female	
Age Group	<25	
	26-36	
	37-40	
	41-50	
	>50	
Academic Qualification	BA/BSC	
	MA/MSC	
	PhD	
Experience at the organization (in years)	1-5	
	6-10	
	10+	
Which department/function are you working in Save the Children?  Others	Program	
	HR	
	Finance	
	Supply chain function	
	Others please specify)	

## Part Two: Nature of conflict

### 1. Intrapersonal Conflict

	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	I believe the change implemented in the organization is matching with my personal values.					
2	I believe the change implemented in the organization is consistent with my beliefs on the workplace.					
3	The change implemented in the organization doesn't violate my work motives.					
4	I actively seek opportunity to understand my inner conflicts.					
5	I view intrapersonal conflict as a chance for personal development.					



### 1. Interpersonal Conflict

	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	I felt that I was treated unfairly by others.					
2	I have been blamed by others for something that was not my fault.					
3	There is a lack of clear line of communication					
4	I experience conflict in my personal relationships.					
5	Dealing with interpersonal conflict makes me feel overwhelmed.					

### 3. Intragroup Conflict

	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Disagreements within my group lead to decreased team productivity.					
2	Ambiguous role classification within my group creates confusion about responsibility.					
3	Lack of consistence leadership within my group leads to confusion about decision making authority.					
4	Lack of transparency within my group creates mistrust among members.					
5	Inadequate frequency of communication within my group leads to misunderstanding.					

#### 4. Intergroup Conflict

	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Interactions with members of other groups lead to misunderstandings.					
2	I feel frustrated by the lack of cooperation between our group and others.					
3	I feel anxious when our group needs to collaborate with members of other groups.					
4	I struggle to find common ground with members of other groups.					
5	Interactions with members of other groups negatively impact our group moral.					

#### Part Four: Impact on employee performance

	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	I am able to effectively manage conflicts with my colleagues.					
2	Resolving conflicts within the organization enhances my job performance.					
3	I receive adequate support from management to address conflicts effectively.					
4	I feel motivated to perform well despite organizational conflicts.					
5	I feel stressed when involved in organizational conflicts.					
6	I am less productive when I am involved in conflict with colleagues.					
7	I feel pressure to complete tasks in a way that conflicts with company policy.					
8	I was able to carry out my work efficiently.					

9	I am able to manage my time efficiently even when there is conflict among colleagues.					
10	When there is conflict it becomes challenging for me to meet deadlines.					

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Employee performance	133	2.00	5.00	3.9030	.61360	-.446	.210	.157	.417
Intrapersonal conflict	133	1.00	4.20	3.0571	.58339	-.518	.210	1.716	.417
Interpersonal conflict	133	1.60	4.40	2.8977	.52721	.189	.210	.916	.417
Intragroup conflict	133	1.20	4.60	3.0917	.69217	.071	.210	.416	.417
Intergroup conflict	133	1.00	4.40	3.0827	.61453	-.393	.210	2.099	.417
Valid N (list wise)	133								

Correlations						
		Employee performance	Intrapersonal conflict	Interpersonal conflict	Intragroup conflict	Intergroup conflict
Employee performance	Pearson Correlation	1	.633**	.545**	.696**	.711**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	133	133	133	133	133
Intrapersonal conflict	Pearson Correlation	.633**	1	.660**	.668**	.583**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	133	133	133	133	133
Interpersonal conflict	Pearson Correlation	.545**	.660**	1	.512**	.453**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	133	133	133	133	133
Intragroup conflict	Pearson Correlation	.696**	.668**	.512**	1	.787**

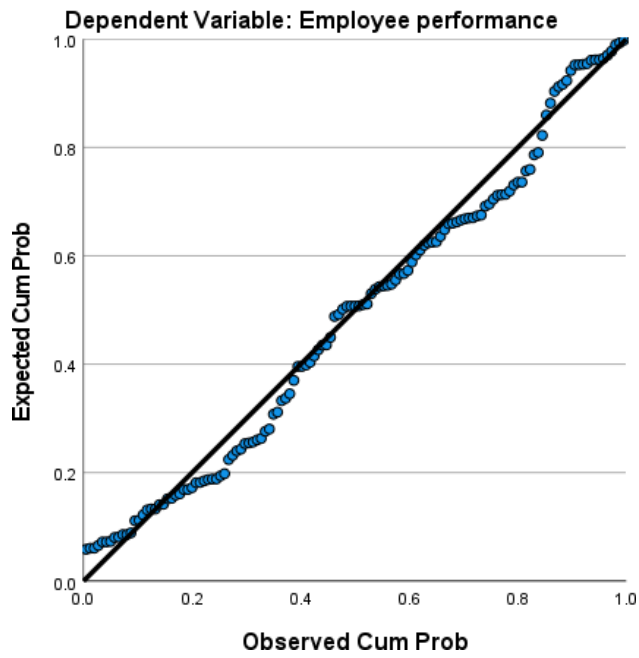
	Sig. (2-tailed)	.000	.000	.000		.000
	N	133	133	133	133	133
Intergroup conflict	Pearson Correlation	.711**	.583**	.453**	.787**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	133	133	133	133	133
**. Correlation is significant at the 0.01 level (2-tailed).						

Model		Coefficients <sup>a</sup>			t	Sig.	Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients			Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	1.097	.217		5.048	.000		
	Intrapersonal conflict	.184	.091	.175	2.028	.045	.414	2.415
	Interpersonal conflict	.180	.087	.155	2.077	.040	.555	1.802
	Intragroup conflict	.178	.088	.200	2.016	.046	.313	3.197
	Intergroup conflict	.380	.091	.381	4.194	.000	.374	2.673
a. Dependent Variable: Employee performance								

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.076	4	7.519	49.046	.000 <sup>b</sup>
	Residual	19.623	128	.153		
	Total	49.699	132			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Intergroup conflict, Interpersonal conflict, Intrapersonal conflict, Intragroup conflict						

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.778 <sup>a</sup>	.605	.593	.39154	.605	49.046	4	128	.000	.658
a. Predictors: (Constant), Intergroup conflict, Interpersonal conflict, Intrapersonal conflict, Intragroup conflict										
b. Dependent Variable: Employee performance										

Normal P-P Plot of Regression Standardized Residual



Scatterplot

