

**AN ASSESSMENT OF CONFLICT MANAGEMENT  
PRACTICES AND CHALLENGES THE CASE OF  
NECAT ENGINEERING COLLEGE**

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## **Acronym**

NECAT      New Era Consultancy And Trading



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## **DECLARATION**

I the undersigned, declare that this senior essay/project is my original work, prepared under the guidance of Ato Yimer Adem. All source of materials used for the manuscript have been duly acknowledged.

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Date of Submission: \_\_\_\_\_

## **ADIVSOR APPROVAL**

This Senior Research has been submitted for examination with my approval as the University College advisor.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

People have different style of communication, ambitions, political or religious views and different cultural backgrounds. In our diverse society, the possibility of these differences leading to conflict between individuals is always there, and we must be alert to preventing and resolving situations where conflict arises (Kindler.H 2006).

Even within one organization or team, conflict can arise from the individual differences or ambitions mentioned earlier; or from rivalry between sub-groups or factions. All leaders and members of the organization need to be alert to group dynamics can spill over into conflict.

Therefore conflict management is the process of planning to avoid conflict where possible and organizing to resolve conflict where it does happen, as rapidly and smoothly as possible (Kindler.H 2006).

For any organization to be effective and efficient in achieving its goals, the people in the organization need to have a shared vision of what they are striving to achieve, as well as clear objectives for each team/department and individual. You also need ways of recognizing and resolving conflict amongst people, so that conflict does not become so serious that co-operation is impossible. All members of any organization need to have ways of keeping conflict to a minimum and of solving problems caused by conflict, before conflict becomes a major obstacle to your work.

## **1.2 Background of the Organization**

NECAT Engineering College was established in 1993G.C making it one of private technical colleges in country. Currently the college has experience (over 17Years) in giving training in several fields of study that are vital for the development of the nation.

### **Vision of the College**

NECAT aspire to be a center of excellence institution of technology in engineering, information and communication technology and foster the career development of its graduates on a sustainable base via a built in holistic dynamism to be nurtured by joint venture international and nation networking.

### **Mission of the college**

- Produce committed skilled and environmentally conscious entrepreneurial and technologically competent technologists and engineers of the highest standard in Ethiopia and this part of Africa on sustainable bases.
- Make a difference in the society both in the area of problem identification, giving solution and trying to change the deficiency that exists in exploiting technology.
- Play a roll in the poverty alleviation driving of the nation by producing skilled problem solver and self-sufficient manpower.

## **1.3 Statement of the Problem**

As Fisher(2000) defines “ Conflict is an internal discord that results from difference in ideas, values or feelings between two or more people” Almost similar vein, Chung and Meggison (1981) define Conflict as the struggle between incompatible or opposing needs, wishes, ideas, interests or people. This means that conflict arise when individuals or groups encounter goals that both parties cannot attend satisfactory.

In this case in NECAT Engineering College there is disagreement between the employer and employees. This means employees do not work in college as responsible person rather they carry out any job just as work of somebody else’s and employees are not work together. The applications of conflict management are questionable because there are some indications of problems in undertaking the conflict management in NECAT Engineering College. Therefore, the purpose of this study is to identify the ways that are important in conflict management and suggest some possible conflict management practice.

## **1.4 Research Questions**

In order to achieve the above stated objective the researcher expected to answer the following research question:

1. How conflict managed in NECAT engineering College?
2. What are the challenges happened during conflict management in the college?
3. What are the sources of the conflict?
4. What are the attitude employees towards the current conflict management approach in NECAT Engineering College?

## **1.5 Objective of the Study**

The General objective of this study is to assess conflict management practice and challenges in NECAT Engineering College. In order to come up with this, the following specific objectives are set:

- Identifying the nature of conflict in NECAT Engineering College.
- Coming up with the practice of conflict management.
- Exploring challenges that happen in conflict management.
- To evaluate the appropriateness current conflict management from perspective of employees.

## **1.6 Significance of the Study**

The importance of this study is to help the selected organization NECAT Engineering College in fostering its future plan by solving disagreement between employer and employees. It is also important in expanding the knowledge of the readers around areas of conflict management and it also helps the readers to develop experience in conflict management. Finally, it is important for some one who wants to conduct research in similar areas as a review literature.

## **1.7 Delimitation of the Study**

This study is carried out in NECAT Engineering College only in main office. Although it there may be many problems in the college and needs further investigation, this research study focused on the assessment of conflict management practice and challenges related with disagreements between employer and employees. It takes into consideration the situation that occurred from 2001 – 2002 E.C Subject of the study is all managers and employees in the College. This is because the total population within the college is forty five. Thus, all of them were taken for study.

## **1.8 Research Design and Methodology**

### **1.8.1 Research Design**

The student researcher believed to use descriptive survey research design method. Because it helps to gather data at a particular point in time with intention of describing the nature of existing conditions, or identification standards against which existing conditions can be compared or determining the relationship that exists between specific events. In addition to this, it is used to gather data on a one shot basis and hence is economical and efficient Abdi Zegeye, (2009:29)

### **1.8.2 Population and Sampling Technique**

The total number of the population in NECAT Engineering Colleges is forty five (45). Therefore, because population is small in number census is used for the study.

### **1.8.3 Types of data collected**

Information regarding the study are collected from primary data which data where are collected at hand by the researcher especially for the purpose of the study and secondary data like some written documents it available, explore from different books, internet, research articles and others reference materials. Data from primary source is based on the research design and methodology of the study. According, data collection instruments, questionnaires and interviews are employed in this paper.

### **1.9.4 Methods of Data Collection**

Questionnaire was prepared and distributed to employees to collect information from the population. It is chosen because it is important to collect many data in short time and it is both open and closed ended questionnaire items were developed.

An interview was conducted with two selected respondents from all population.

### **1.9.5 Data Analysis Methods**

The findings of the study were analyzed both qualitatively and quantitatively. That means the response of the population are analyzed using descriptive statistics frequency numerical form in percentage for data gathered through questionnaire on the other hand.

## **1.10 Organization of the Study**

This paper contains four chapters: Chapter one deals with the introduction, Chapter two review of literature, Chapter three deals with data analysis and interpretation, and finally chapter four is all about conclusions and recommendations of the study.

## **CHEPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1 Definition of Conflict**

There has been no shortage of definition of conflict. Despite the divergent meanings the term has acquired, several common themes underline most definitions.

According to Stephen Probbins (2005:179) Conflict as a process that beings when one party perceives that another party has negatively affected, or is about to negatively affect, something that the first party cares about. This definition is purposely broad. It describe that point in any ongoing activity when an interaction “Crosses over” to become an inter party conflict. It encopasses the wide range of conflicts that people experience in organization – incompatibility of goals, differences over interpretations of facts, disagreement based on behavioral expectations, and the like.

Marquis and Huston (1996) define conflict as “ the process that beings when one party perceives that the other party has negatively affected, or is about to negatively affects, something that he or she cares about.

Fisher (2000) defines conflict the “internal discord that result from difference in ideas, values or feeling between two or more people”

Dwivedi (2001) defines conflict as an “expression of hostility, negative attitude, antagonism, misunderstanding, aggression, rivalry, stereotype, etc.

Sekaran (2004) defines conflict as “any tension experienced when one perceives another as thwarting or frustrating his or her needs, or is likely to do so.

#### **2.2 View of conflict**

According SMUC (2007:9) it is entirely appropriate to say there has been conflict over the role of conflict in groups and organizations. One school of thought has argue conflict must be avoided, that is indicates a malfunction within the group. We call all this traditional view. Another school of thought, the human relation views, argues that conflict is a natural and inevitable outcome in any group. It need



not be evil, but rather has the potential to be a positive force in determining group performance. The third, and most recent, perspective proposes not only that conflict can be a positive force in a group, but explicitly argues that some conflict is absolutely necessary for a group to perform effectively. We label this third school the interactions approach.

### **2.2.1 The Traditional view**

According to SMUC (2007:10) the early approach to conflict assumed conflict was bad. Conflict was viewed negatively, and it was used synonymously with like violence, destruction, and irrationality in order to reinforce its negative connotation. Conflict, then, was to be avoided.

According to this view, conflict is preventable problem. It is assumed, for example, that conflict can be avoided simply by getting employees to change their attitudes and behavior so that cooperation can prosper. It is also assumed that conflict is preventable if managers develop positive working relationship, design plans, and implementation policies and procedure that ensure mutual efforts towards common goals. This perspective has some merit. Some conflict in organization is preventable, and some of it is a sign that something is wrong and can be corrected.

The traditional view was consistent with the attitudes that prevailed about behavior in the 1930s and 1940s. From findings provided by studies like those done at Hawthorne, it was argued that conflict was argued that conflict was a dysfunctional outcome resulting from poor communication, a lack of openness and trust between people, and the failure of managers to be responsive to the needs and aspirations of their employees.

The view that all conflict is bad certainly offers a simple approach to looking at the behavior of people who create conflict. Since all conflict is to be avoided, we need merely direct our attention to the causes of conflict and organization performance.

### **2.2.2 The Human Relations View**

A second point of view is that conflict is inevitable- that is no way to eliminate it entirely. This is true for many reasons. For example, organizations have multiple goals, not all of which are compatible. The goal of reducing design also leads to conflict. Employees are grouped into departments of specialists, each with its own point of view. For example conflicts arise between managers and auditors because the

required work for each group actually creates problems for the other. Conflict can also arise because plans are incomplete or because policy is difficult to establish to cover all situations.

If some conflict is inevitable, then trying to prevent it may be more frustrating than the conflict itself. The best is to accept the inevitability of certain kinds of conflict. Action can then be taken to anticipate it. Employees can be trained to face disagreement and resolve them before they get out of hand. That way, conflict can be kept within tolerable limits and managed effectively.

The human relations position argued that conflict was a natural occurrence in all groups and organization. Since conflict was inevitable, the human relation school advocated acceptance of conflict. They rationalize its existence: It cannot be eliminated, and there are even times when conflict theory from the late 1940s through the mid-1970s.

The view that conflict can have a positive influence on organization performance is usually considered a rather modern invention. Early management theorists tended to endorse the perception that conflict resulted in poor organizational performance. In fact, scientific management focused on reducing the amount of interaction and interdependence (and thus, opportunities for conflict) among workers. One management theorist provided a stark contrast to the prevailing view of conflict in the 1920s. Mary Parker Follett believed that conflict provided management with an opportunity for creativity. She was one of the first management theorists to focus instead on developing philosophical and psychological foundations of management.

Follett defined conflict simply as difference. She noted, "as conflict – difference – is here in the world, as we cannot avoid it, we should, I think use it. Instead of condemning it, we should set it to work for us" From Follett's perspective, conflict was neither good nor bad. She compared conflict to the necessary friction between the wheel of a locomotive and its track, suggesting that conflict was a critical component of organization life.

The influence of her thinking is found in the work of many modern conflict – management theorists. She first introduced the concept of "integration" as her preferred method for dealing with conflict. Integration, she wrote, produces outcomes in which the desires of both parties are recognized and neither

side has had to sacrifice. Such a strategy was compared to the other two forms of conflict management: domination and compromise. While her theorizing is consistent with more modern views of conflict, it is interesting to speculate why her work received so little attention. SMUC (2007:11)

### **2.2.3 The Interactionist View**

According SMUC (2007:13) a third point of view is that some degree of conflict is healthy for an organization. When would this be the case? Suppose that sales, research, and production departments never exhibited any tension or disagreements with each other. The relative peace between the departments may exist because each department is not doing its job effectively. For example, sales may not be sensitive and respond to new product or market opportunities. Hence, they rarely suggest change that would create tension with research and production.

The current view toward conflict is the integrationist view. While the human relations approach accepted conflict, the integrationist approach encourages conflict on the grounds that a harmonious, peaceful, tranquil, and cooperative group is likely to become static, apathetic, and integrationist to needs for change and innovation. The major contribution of the innovationist approach, therefore, is encouraging group leader to maintain an ongoing minimal level of conflict- enough to keep the group alive, self-critical, and creative.

As many scholars in the field of organization behavior suggest there is probably some optimal level of conflict that should exist in most organizations. Too little conflict in an organization can be a threat to effectiveness. Employees may be avoiding each other instead of interacting to meet goals and seek improvement, such that new ideas are not being developed and shared.

Too much conflict can also hamper effectiveness. If individuals or group disagree over too many issues or refuse to accommodate to the need and problems of others innovations, may never come about, customers may be lost, and key issues may go unresolved. The organization will suffer considerably if conflicts are preventing cooperation and if members are consumed with winning internal battles.

At an optimum level, quite different things happen. Each persons and unit are doing their best. There are active attempts to improve quality and so introduce changes that might make the organization more competitive and more effective or efficient. Employees are stimulated, not bored and withdrawn.

Different frames of reference and new insight that emerge may lead to new interaction and systems that improve organizational performance. Tensions and frustration are channeled into productive, rather destructive, efforts.

The integrationist view of conflict reverses many not cozy nostrums of human relations management. The interactionist view of conflict has a broader scope. It recognizes that in some cases conflict may be helpful, facilitative and functional.

## **2.3. Functional and Dysfunctional conflict**

### **2.3.1 Functional Conflict**

According to SMUC (2007:17) conflict is useful inasmuch as health tensions bring about many needed changes in the system. As Sekaran stated conflict clears the air, since people give vent to either emotions and get bad feelings off their chest. Once rid of anger and other stifling emotions, individuals could enter into healthy working relationship and concentrate on problem solving. With greater information flow, creativity also gets a boost. Conflict is useful in another sense as well. In the total absence of tension, a system is likely to remain static and the status quo being maintained. The organization would wither away for lack of fresh ideas and problems would fail to surface and therefore not be tackled.

Glinow and McShane emphasized the functionality of conflict stating that, if two people agree, one of them is unnecessary. This means that conflict is good (potentially) and that agreement is redundant. The behavioral viewpoint on conflicts asserts that conflict is a natural and inevitable process in organizational behavior and has functional consequences. In line with this Dwivedi presented his views by stating that conflict is a symptom of effective behavior and forms a prerequisite to change and innovation. Difference and tensions involved in conflict may also lead to productive results.

Functional conflict can produce new ideas, learning, and growing among individuals. In support of this, Nelson and Quick said that when individuals engage in constructive conflict, they develop a better awareness of themselves and others. Also, functional conflict can improve working relationships, because when two parties work through their disagreements, they feel they have accomplished something together. By releasing tension and solving problems in working together, morale is improved. Functional conflict can lead to innovation and positive change for the organization. Because it tends to encourage

creativity among individuals, this positive form of conflict can translate into increased productivity. A key for recognizing functional conflict is that often cognitive origin; that is. It arises from someone challenging old policies or thinking of new ways to approach problems.

### **2.3.2 Dysfunctional Conflict**

Conflict is dysfunctional if employees cannot collaborate on meeting group and organizational objectives or if they express their disagreement with insults or evasion. Some people described dysfunction conflict as unhealthy, destructive disagreement between two or more people. Its danger is that it takes the focus away from the work to be done and places the focus on the conflict itself and the parties involved. Fisher define dysfunctional conflict 'as a social in which there are perceived incompatibilities in goals or values between two (or more) parties, attempts by the parties to control one another, antagonistic feelings toward each other. Whenever important differences exist between groups, there is a potential for destructive intergroup conflict.

Diagnosing conflict as good or bad is not easy. The manager must look at the issue, the context of the conflict, and the parties involved. According to Nelson and Quick, the following questions can used to diagnose the nature of conflict a manager faces:

- Are the parties approaching the conflict from a hostile standpoint?
- Is the outcome likely to be negative one for the organization?
- Do the potential losses of the parties exceed any potential gains?
- Is energy being diverted from goal accomplishment?

If the majority of the answers to these questions are yes, then the conflict is probably dysfunctional. Once the manager has diagnosed the type of conflict, he or she can either work to resolve it (if it is dysfunctional). SMUC (2007:20)

### **2.4. Sources of conflict**

Early reviews in the field of conflict resolution identified a large number of schemes for describing sources or type of conflict (Fink, 1968; Mach and Snyder, 1958). One of the early theorists on conflict, Daniel Katz(1965), created a typology that distinguishes three main sources of conflict: economic, value, and power.

**2.4.1. Economic Conflict** involves competing motives to attain scarce resource. Each party wants to get the most that it can, and the behavior and emotions of each party are directed toward maximizing its gain. Union and management conflict often has as one of its source the incompatible goals of how to slice up the “economic pie”

**2.4.2. Value Conflict** involves incompatibility in ways of life, ideologies – the preferences, principles and practices that people believe in. international conflict (e.g., the Cold War) often has a strong value component, wherein each side asserts the rightness and superiority of its way of life and its political-economic system.

**2.4.3. Power Conflict** occurs when each party wishes to maintain or maximize the amount of influence that it exerts in the relationship and social setting. It is impossible for one party to be stronger without the other being weaker, at least in terms of direct influence over each other. Thus, a power struggle ensues which usually ends in a victory and defeat, or in a “stand – off” with a continuing state of tension. Power conflict can occur between individuals, between groups or between nations, wherever one or both parties since the parties are attempting to control each other. For example, union-management conflict typically involves economic competition, but may also take the form of a power struggle and often involves different ideologies or political values. The more sources that are involved, the more intense and intractable the conflict usually is. Another important source of conflict is ineffective communication. Miscommunication and misunderstanding can create conflict even where there are no basic incompatibilities. In addition, parties may have different perception, emotional bias, prejudices, etc., are all forces that lead us to perceive situation very differently from the other party. Lack of skill in communicating what we really mean in a clear and respectful fashion often result in confusion, hurt and anger, all of which simply feed the conflict process. Whether the conflict has objective source or is due only to perceptual or communication problems, it is experienced as very real by the parties involved.

**2.4.4. Goal Incompatibility:** As Ron Fisher (2000:118) the name implies, goal incompatibility occurs when people or work units have goals that interfere each other. Financial reward for goal accomplishment further entrench the perceived conflict because employees are more motivated to pursue their own goals.

**2.4.5. Differentiation:** As Ron Fisher (2000:118) differentiation occurs when people hold divergent beliefs and attitudes due to their unique backgrounds, experiences, or training. For example, people in an organization have divergent technical backgrounds so they tend to see problems in organizations unwittingly fuel conflict by hiring people for their technical knowledge and encouraging them to become even more specialized.

People in an organization also experience some conflicts arising from cultural differences. People from different cultural backgrounds may have difficulty in understanding or accepting each other's beliefs and values, organization and events. Moreover, behaviors of people from different backgrounds are more easily misinterpreted.

**2.4.6. Task Interdependence:** As Ron Fisher (2000:119) Conflict tends to increase with the level of task interdependence. Task interdependence exists when team members must share common inputs to their work, or receive outcome (such as rewards) that are partly determined by the performance of others. The higher the level of task interdependence, the greater the possibility of conflict, because there is a greater chance that each side will disrupt or interfere with the other side's goals.

**2.4.7. Scarce Resource:** According to Ron Fisher (2000:201) scarce resource resources generate conflict because scarcity motivates people to intend to interfere with the other party's goals. Employees enter a free-for-all battle to win decisions in their favor. When rules exist, on the other hand, everyone knows what to expect from each other and have agreed to abide by those rules.

**2.4.8. Communication Problems:** According to Ron Fisher (2000:203) conflict often occurs due to the lack of opportunity, ability, or motivation to communicate effectively. First, when two parties lack the opportunity to communicate, they tend to use stereotypes to explain past behaviors and anticipate future actions. Unfortunately, stereotypes are sufficiently subject that emotions can negatively distort the meaning of an opponent's actions, thereby escalating perceptions of conflict. Moreover, without direct interactions, the two sides have less psychological empathy for each other.

Second, some people lack the necessary skills to communicate in a diplomatic, non confrontational manner. When one party communicates its disagreements in an arrogant way, opponents are more likely

to heighten their perception of the conflict. Arrogant behavior also sends a message that one side intends to be competitive rather than a conflict management style. Consequently, ineffective communication often leads to escalation in the conflict style.

## **2.5 Managing Conflict**

According to Stephen Robbins (2005:180) many people assume that conflict is related to lower group and organization performance. What advice can you give to managers faced with excessive conflict and the need to reduce it? Don't assume that there's one conflict handling approach that will always be best. You should select the resolution technique appropriate for each situation.

**2.5.1 Use Competition-** when quick, decision action is vital (in emergencies); on important issues, for which unpopular action needs implementation (in cost cutting, enforcing unpopular rules, discipline); on issues vital to the organization's welfare when you know you're right;; and against people who take advantage of non-competitive behavior.

**2.5.2 Use Collaboration** to find an integrative solution when both sets of concerns are too important to be compromised, when your objective is to learn; to merge insights from people with different perspectives; to gain commitment by incorporating concerns into a consensus; and to work through feelings that have interfered with a relationship.

**2.5.3 Use Accommodation-** when you find you are wrong and to allow a better position to be heard, to learn, and to show your reasonableness; When issues are more important to others than to yourself and satisfy others and maintain cooperation; to build social credits for later issues; to minimize loss when you are outmatched and losing; when harmony and stability are especially important; and to allow subordinates to develop by learning from mistakes.

**2.5.4 Use Compromise-** when goals are important but not worth the effort of potential disruption of more assertive approaches, when opponents with equal power are committed to mutually exclusive goals, to achieve temporary settlements to complex issues; to arrive at expedient solutions under time pressure; and as a backup when collaboration or competition is unsuccessful.



## **2.6 Conflict Management Techniques and Strategies**

As Herb Kindler (2005:210) Conflict and miscommunication occur. They are part of life. Not everyone thinks acts or responds in the same way and members come under stress at different times which causes differences in tolerance and patience. Not everyone has the same level commitment, honesty, or even integrity. It is important to define a process that resolves problems and encourages members to talk about the under conflict in a controlled and reasonable way, even if those issues are intensely personal. Many people are conditioned to avoid conflict at any cost. They believe that conflict is bad. Overcoming this tendency to avoid conflict is hard and conflict resolution training is a good first step. Conflict is healthy and a normal part of any human relationship. One of the most important elements of all the successful intentional communities is a clearly defined process for dealing with group and personal conflicts. Sometimes conflict can't be resolved and must simply be respectfully accepted as differences. Vegetarian versus meat eater can be such a conflict within a community.

If you ignore conflicts between individuals, it is common to find these conflicts coming into meetings as hidden agendas. In some communities interpersonal conflicts are expected to be resolved by the individuals, not the group. Some communities have the whole group take responsibility for interpersonal conflict resolution and set some community ground rules. Interpersonal conflicts often start out as poor communication. The more frank and open you are while communicating, the less conflict and less severe conflict will exist.

Sometimes meetings become really intense, and negotiations and discussions become counterproductive. The whole meeting environment becomes too emotionally charged to reach a solution. Conflicts can be emotionally draining, and meetings dealing with conflict can leave you feeling wronged and exhausted. Group conflict resolution is a very demanding process and sometimes you are not up to it. Under these conditions it is often best for the facilitator to break the meeting or adjourn to another time with perhaps a homework assignment for each individual to brainstorm all pros and cons of the issue to bring back to the next meeting.

Managers and non-management employees are called on to manage conflicts among themselves or their group and others in organization. All times, managers also must manage conflicts that involve individuals or groups reported to them. Several strategies exist, and implementing them often calls for negotiation. When those involved in a conflict have difficulty in managing it on their own, third-party interventions are useful.

The way interpersonal or intergroup conflicts are managed depends on the degree to which you seek to satisfy your own concerns (your assertiveness) and the degree to which you try to satisfy other person's concerns (your cooperativeness). Several approaches have been suggested, particularly in behavioral science and in general, in management literature, to resolve conflicts.

Conflict is an interpersonal process, so we also need to consider the perceptions, expectations, and values that people bring to the relationship. Some people resolve conflict with a win-win orientation. This is the perception that the parties will find a mutually beneficial solution to their disagreement. They believe that the resources at the stake are expandable rather than fixed if the parties work together to find a creative solution. Other people enter a conflict with a win-lose orientation. They adopt the belief that the parties are drawing from a fixed pie, so the more one party receives, the more the other party forfeits. As Herb Kindler (2005:215) Conflict tends to escalate when the parties develop a win-lose orientation because they rely on power and politics to gain advantage. Scholars in the field have stated that consistently adopting a win-lose, competitive approach to interpersonal conflict can be dangerous. Seeking mutual benefits and cooperation can be a much more effective strategy. Adopting a win-or-win-lose orientation influences the way we approach the conflict including our actions toward the other person.

Researchers have categorized five interpersonal styles of approaching the other party in a conflict situation. Each approach can be placed in a two-dimensional grid reflecting the person's motivation to satisfy his or her own interests (called assertiveness) and to satisfy the other party's interests (called cooperativeness). Collaboration is the only style that represents a purely win-win orientation. The other four styles, i.e. avoiding, competing, accommodating, and compromising represent variations of the win-lose approach.

As Herb Kindler (2005:216) there are effective conflict management techniques. These include appealing to superordinate goals, expanding resources, changing personnel, changing structure, and confronting and negotiating.

**2.6.1 Emphasizing Superordinate Goals:** An organization goal that is more important to both parties in a conflict than their individual or group is a superordinate goal. Superordinate goals cannot be achieved by an individual or by one group alone. The achievement of these goals requires cooperation by both parties. One effective technique for resolving conflict is to appeal to a superordinate goal; in

effect, to focus the parties on a larger issue on which they both agree. This help realized their similarities rather than their differences.

**2.6.2 Expanding Resources:** one conflict resolution technique is as simple that it may be overlooked. If the conflict's source is common or scare resources, providing more resources may be a solution. Of course, managers working with tight budgets may not have the luxury of obtaining additional resources. Nevertheless, it is a technique to be considered.

**2.6.3 Changing Personnel:** sometimes a conflict is prolonged severe, and efforts at resolution fail. In such cases, it may be the best solution, but only after due process.

**2.6.4 Changing Structure:** Another way to resolve a conflict is to change structure of the organization. One way of accomplishing this is to create an integrator role. An integrator is a liaison between groups with very different interests. In severe conflicts, it may be best that the integrator be a neutral third party. Creating the integrator role is a way of opening dialogue between that difficulty communicating. Using cross-functional teams is another way of changing the organization's structure to manage conflict. Using a cross-functions team made up of members from different department improves coordination and reduces delays by allowing many activities to be performed at the same time rather than sequentially. The team approach allows members from different department to work together and reduces the potential for conflict.

**2.6.5 Confronting and Negotiating:** Some conflicts require confrontation and negotiation between the parties. Both these strategies require skill on the part of the negotiating and careful planning before engaging in negotiations. The process of negotiating involves an open discussion of problem solutions and the outcome often is an exchange in which both parties work toward a mutually beneficial solution.

## **2.7 Approaches to Managing Conflict**

AS Ron Fisher (200:204) notes that the following approaches are use in managing conflict.

**2.7.1 Maintain** – by delaying or avoiding action, you protect the status quo.

**2.7.2 Smooth** – by focusing exclusively on the benefits of your ideas, without emphasizing (or even mentioning) the alternatives.

**2.7.3 Dominate**- the person who holds the great power insists on and imposes his or her ideas. This may be accomplished through orders, threats, rewards, penalties, and other pressure to gain compliance.

**2.7.4 Decide by Rule** – two parties jointly agree to use an objective or criterion as the basis for choosing among specified alternatives.

**2.7.5 Coexist** – two parties agree to follow separate for a period of time.

**2.7.6 Bargain** – the parties negotiate and settle on a mutual agreement on what should be given or done by each.

**2.7.7 Yield** – you choose to let the other person's point of view prevail and explicitly agree to advance that position.

**2.7.8 Release** – you give up control within limits are comfortable and appropriate.

**2.7.9 Collaborate** – You work together cooperative to find a resolution responsive to the concerns of all participants.

## CHAPTER-THREE

### 3. DATA PRESENTATION, ANALYSIS AND INTERPERTATION

#### 3.1. Introduction

In the previous chapter the theoretical aspect of the study was presented, where as this chapter devoted to the presentation, analysis and interpret of data obtained from the employees who are working in NECAT Engineering College. To these end the researcher used questionnaires, interview and direct observation to collect primary data and use organization manual in the secondary data.

#### 3.2. Analysis of data Collected through Questionnaire

Questionnaires are prepared and distributed to 45 employees, out of 45 employees 41 have returned back the questionnaire paper and the remaining 4 becomes non respondent. These 41 employees have different educational level, age, sex and marital status. The questions are close ended, which have good, very good, agree and disagree, yes and no answers. Based on the questionnaires the following analysis and discussion are made.

#### 3.3. General Background of the Respondents' Distribution

**Table 3.3.1 Respondents, Sex, Age, Education Level, Marital Status**

No	Item	Respondents	
		No	Percentage
1	Sex		
	a) Male	26	63.4
	b) Female	15	36.6
	Total	41	100
2	Age		
	a) 21-25 Years	3	7.31
	b) 26-30 Years	16	39.02
	c) 31-35 Years	14	34.15
	d) 36-40 Years	5	12.21
	e) Above 41 Years	3	7.31
	Total	41	100

3	Education Level		
	a) Under 12 Grade	-	-
	b) Certificate	2	4.88
	c) Diploma	11	26.83
	d) 1 <sup>st</sup> degree	24	58.54
	e) 2 <sup>nd</sup> degree	3	7.31
	f) PhD	1	2.44
	Total	41	100
4	Marital status		
	a) Married	18	43.9
	b) Unmarried	23	56.1
	c) Divorced	-	-
	d) Widowed	-	-
	Total	41	100

Item 1 of table 3.1 a reveals that about 26(63.4%) of the sample populations are males while the rest of them are females. Regarding item 2 of the same table 3(7.31%), 16(39.02%), 14(34.15%), 5(12.21%), 3(7.31%) of respondents were in age group between 21-25, 26-30,31-35,36-40, and above 41 respectively. As far educational qualification respondents are concerned as shown in item 3 of table 3.1, 2(4.88%) of the sample populations are certificate graduates, 11(26.83%) are diploma graduates, 24(58.54%) are 1<sup>st</sup> degree graduates, 3(7.31%) are 2<sup>nd</sup> degree graduates the other 1(2.44%) of the respondent have PhD graduate. Regarding item 4of the same table 18(43.9%) of the sample populations are married, 23(56.1%) are unmarried.

**Table 3.3.2. Sources of Conflict**

No	Description	Respondents										Total	
		Very high		High		Medium		Low		Very Low		No	%
		No	%	No	%	No	%	No	%	No	%		
1	Conflict related resources	19	46.34	11	26.83	8	19.51	3	7.32	-	-	41	100
2	Role conflict	5	12.19	8	19.51	10	24.39	18	43.90	-	-	41	100
3	Conflict related to power	21	51.22	13	31.71	7	17.07	-	-	-	-	41	100
4	Conflict related to structure	-	-	-	-	3	7.32	17	41.46	22	53.66	41	100
5	Conflict related to differing interests or values	15	36.59	26	63.41	-	-	-	-	-	-	41	100

6	Conflict related to Poor performance	23	56.10	14	34.15	4	9.76	-	-	-	-	41	100
7	Conflict related to task	15	36.59	26	63.41	-	-	-	-	-	-	41	100
8	Conflict related to process	-	-	-	-	20	48.78	13	31.71	8	19.51	41	100
9	Conflict related to communication problem	14	41.46	15	36.58	9	21.95	-	-	-	-	41	100

From the above table 3.2, item1 reveals, 19 (46.34%) of the respondents reflected that there is very high conflict related to resources, 11 (26.83%) of the respondents said that there is high conflict related to resources, 8 (19.51%) of the respondents give their understanding that there is medium conflict related to resources and 3 (7.32%) of the respondents reflected that there is low conflict related to resources.

These imply that conflicts related to resources are very high in NECAT Engineering College.

In addition to this, the manager's response for interview item number 1, they agreed that resource conflict is happened in NECAT Engineering College.

Therefore, this indicates that conflict related to resource in the college is beyond the optimum level and also these are exceedingly destructive and have enormous impact to the performance of the organization.

Table 3.2 item 2 indicates, 5 (12.19%) of the respondents gave their answer that there is very high conflict related to role, 8 (19.51%) of the respondents said that there is high conflict related to role, 10 (24.39%) of the respondents reflected that there is medium conflict related to role and 18 (43.90%) of the respondents indicated that there is low conflict related to role.

The majority of the response shows that conflict related to role is low. This implies that there is small amount of conflict related to role in the college and to be avoided completely.

Table 3.2 item 3 reveals, 21 (51.22%) of the respondents said that there is very high conflict related to power, 13 (31.71%) of the respondents gave their answer that there is high conflict related to power and 7 (17.07%) of the respondents forwarded that there is medium conflict related to power.

These indicate that conflict related to power is high in NECAT Engineering College.

In addition to this, the manager's response for interview item number 1, they agreed that power conflict is happened in NECAT Engineering College.

These imply that employees in NECAT Engineering College are fighting each other to get power.

From table3.2, item 4 indicates, 3 (7.32%) of the respondents reflected that there is medium conflict related to structure, 17 (41.46%) of the respondents forwarded that there is low conflict related to structure and 22 (53.66%) of the respondents said that there is very low conflict related to structure.

From the majority of the response we can say that there is very low conflict related to structure.

These indicate that the structure of the organization is well designed.

Table 3.2 item 5 reveals, 13 (31.71%) of the respondents gave their answer that there is very high conflict related to differing interests or values, 19 (46.34%) of the respondents reflected that there is high conflict related to differing interests or values and 9 (21.95%) of the respondents forwarded that there is medium conflict related to differing interests or values.

These imply that conflict related to differing interests or values is high in NECAT Engineering College.

These indicate that employees' interests are not taken into account in conflict resolution process.

Table3.2 item 6 indicates, 23 (56.10%) of the respondents said that there is very high conflict related to poor performance, 14 (34.15%) of the respondents forwarded that there is high conflict related to poor performance and 4 (9.76%) of the respondents reflected that there is medium conflict related to poor performance.

From the majority of the response we can say that conflict related to poor performance is very high.

In addition to this, the manager's response for interview item number 1, they agreed that poor performance conflict is happened in NECAT Engineering College.

These imply that the right person is not assigned in the right position, no motivation for employees and the management system is very poor..

From table3.2, item 7 reveals, 15 (36.59%) of the respondents said that there is very high conflict related to task and 26 (63.41%) of the respondents reflected that there is high conflict related to task.

This indicates that conflicts related to task are high in NECAT Engineering College.

These imply that tasks are not given equally to the employees in the college.

Table3.2 item 8 indicates, 20 (48.78%) of the respondents forwarded that there is medium conflict related to process, 13 (31.71%) of the respondents gave their answer that there is low conflict related to process and 8 (19.51%) of the respondents reflected that there is very low conflict related to process.



The majority of the response shows that conflict related to process is medium. It indicates that the college is process oriented even if the respondents result is medium.

From table 3.2, item 9 reveals, 17 (41.46%) of the respondents said that there is very high conflict related to communication problem, 15 (36.58%) of the respondents forwarded that there is high conflict related to communication problem and 9 (21.95%) of the respondents reflected that there is medium conflict related to communication problem.

From the majority of the response we can say that conflict related to communication problem is very high.

These imply that there is vertical and horizontal communication barrier or problem in the college and it has its own impact on employee performance.

**Table 3.3.3 Conflict Management Techniques**

No	Description	Respondents										Total	
		Very high		High		Medium		Low		Very Low		No	%
		No	%	No	%	No	%	No	%	No	%		
1	Negotiation	-	-	-	-	6	14.63	28	68.29	7	17.07	41	100
2	Fairness in employee transfer	-	-	-	-	5	12.19	11	26.83	25	60.97	41	100
3	Fairness in promotion	-	-	-	-	2	4.88	12	29.27	27	65.85	41	100
4	Fairness in providing benefits	-	-	6	14.63	10	24.39	17	41.46	8	19.51	41	100
5	Smoothing potential causes of conflict	-	-	-	-	13	31.71	13	31.17	15	36.58	41	100
6	Collaborating	-	-	-	-	24	58.54	11	26.83	6	14.63	41	100
7	Compromising	-	-	2	4.88	9	21.95	18	43.90	12	29.27	41	100
8	Avoidance	-	-	3	7.32	8	19.51	14	34.15	16	39.02	41	100

Table 3.3 item 1 reveals, 6 (14.63%) of the respondents said that there is medium negotiation conflict management strategy, 28 (68.29%) of the respondents reflected that there is low negotiation conflict management strategy and 7 (17.07%) of the respondents forwarded that there is very low negotiation conflict management strategy.

These indicate that the management did not follow negotiation conflict management technique even if the respondents' response is optimum.

From table 3.3, item 2 indicates, 5 (12.19%) of the respondents gave their answer that there is medium fairness in employee transfer conflict management strategy, 11 (26.83%) of the respondents reflected that there is low fairness in employee transfer conflict management strategy and 25 (60.97%) of the respondents said that there is very low fairness in employee transfer conflict management strategy. This implies that NECAT Engineering College is not use transfer of employees to solve conflict.

Table 3.3 item 3 reveals, 2 (4.88%) of the respondents forwarded that there is medium fairness in promotion conflict management strategy, 12 (29.27%) of the respondents said that there is low fairness in promotion conflict management strategy and 27 (65.85%) of the respondents gave their answer that there is very low fairness in promotion conflict management strategy. These indicate that NECAT Engineering College use optimum level of promoting employees to solve conflict.

From table 3.5, item 4 indicates, 6 (14.63%) of the respondents reflected that there is high fairness in providing benefits conflict management strategy, 10 (24.39%) of the respondents gave their answer that there is medium fairness in providing benefits conflict management strategy, 17 (41.46%) of the respondents said that there is low fairness in providing benefits conflict management strategy and 8 (19.51%) of the respondents forwarded that there is very low fairness in providing benefits conflict management strategy. This shows that NECAT Engineering College is not provided benefits to employees when conflicts are occur.

In addition to this, the manager's response for interview item number 2, they agreed that fairness in providing benefits conflict management techniques is low in NECAT Engineering College.

Table 3.3 item 5 reveals, 2 (31.71%) of the respondents said that there is medium smoothing of potential causes of conflict management strategy, 13 (31.71%) of the respondents reflected that there is low smoothing of potential causes of conflict management strategy and 15(36.58%) of the respondents forwarded that there is very low smoothing of potential causes of conflict management strategy. These show that the application of smoothing potential causes of conflicts in the college is unusual.

In addition to this, the manager’s response for interview item number 2, they agreed that applying of smoothing potential causes of conflict management techniques is very low in NECAT Engineering College.

From table 3.3, item 6 indicates, 24(58.54%) of the respondents reveals that there is medium collaborating strategy to solve conflict, 11(26.83%) of the respondents exposes that there is low collaborating strategy to solve conflict and 6(14.63%) of the respondents made known that there is very low collaborating strategy to solve conflict.

These imply that the management does not find solution which is more collaborating with employees even if the respondents’ response is optimum.

In addition to this, the manager’s response for interview item number 2, they agreed that there is medium collaborating conflict management techniques are applied in NECAT Engineering College.

Table 3.3 item 7 reveals, 2(4.88%) of the respondents said that there is high compromising strategy to solve conflict, 9(21.95%) of the respondents reflected that there is medium compromising strategy to solve conflict, 18(43.90%) of the respondents forwarded that there is low compromising strategy and 12(29.27%) of the respondents gave their answer that there is very low compromising strategy to solve conflict.

These indicate that the management does not find solution which is more compromising.

From table 3.3, item 8 indicates, 3(7.32%) of the respondents exposes that there is high avoidance strategy to solve conflict, 8(19.51%) of the respondents said that there is medium avoidance strategy to solve conflict, 14(34.51%) of the respondents reveals that there is low avoidance strategy and 16(39.02%) of the respondents reflected that there is very low avoidance strategy to solve conflict.

These show that the management of the college did not try to avoid conflicts.

**Table 3.3.4**

No	Description	Respondents							
		Yes		Partial		No		Total	
		No	%	No	%	No	%	No	%
	Do you think conflict solved in NECAT Engineering College appropriately?	10	24.39	11	26.83	20	48.78	41	100

Table 3.4 indicates 10(24.39%) of the respondent indicate that conflicts are solved in NECAT Engineering College appropriately, 11(25.83) of the respondents reflected that conflicts are partially solved in NECAT Engineering College appropriately and 20(48.78%) of the respondent exposes that conflicts are no solved in NECAT Engineering College appropriately.

This implies that the management responding to employees in order to solve conflict is not gratified.

**Table 3.3.5.**

No	Description	Respondents											
		Totally agree		Agree		Moderate		Disagree		Totally disagree		Total	
		No	%	No	%	No	%	No	%	No	%	No	%
	Do you agree that the management effort to solve conflict is effective?	-	-	-	-	4	9.76	15	36.58	22	53.66	41	100

Table 3.5 shows 4(9.76%) of the respondents reflected that the management effort to solve conflict effectively is moderate, 15(36.58%) of the respondents forwarded that they are disagree with the management effort to solve conflict effectively and 22(53.66%) of the respondents gave their answer that they are totally disagree with the management effort to solve conflict effectively.

This implies that the management effort to solve conflict effectively in the college is very poor.

**Table 3.3.6**

No	Description	Respondents							
		Yes		Partial		No		Total	
		No	%	No	%	No	%	No	%
	Do you get satisfactory solution for conflict at appropriate time?	7	17.07	12	29.27	22	53.66	41	100

Table 3.6 reveals 7 (24.39%) of the respondent expose that they have got satisfactory solution for conflict at appropriate time, 12 (29.27) of the respondents said that they have got partial satisfactory solution for conflict at appropriate time and 22 (53.36%) of the respondent reflected that they have not got satisfactory solution for conflict at appropriate time.

This indicates that conflict in NECAT Engineering College not genuinely and appropriate time resolved.

**Table 3.3.7**

No	Description	Respondents											
		Very High		High		Medium		Low		Very low		Total	
		No	%	No	%	No	%	No	%	No	%	No	%
	How do you express the impact of conflict in NECAT Engineering College?	9	21.95	14	34.15	10	24.39	8	19.51	-	-	41	100

Table 3.7 indicates 9 (21.95%) of the respondents reveals that the impact of conflict in the college is very high, 14 (34.15%) of the respondents gave their answer that the impact of conflict in the college is high, 10 (24.39%) of the respondents said that the impact of conflict in the college is medium and 8 (19.51%) of the respondents exposes that the impact of conflict in the college is low.

These imply that the impact of conflict in the college is there indifferent areas like the performance of the employees, the profitability of the college and so on.

## CHAPTER-FOUR

### 4. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter summarizes and concludes the findings of the research and forward possible recommendations.

#### 4.1. Summary

In order to achieve the strategic objective of the organization, well established and designed policy and procedures of conflict management techniques are crucial elements. Not only establishing and designing on paper, it should also be applied in daily activities of the organization.

As the study indicates that, even though NECAT Engineering College has well designed policies and procedures in line with the general management principles, but in practice the organization did not follow the policies and procedures. According to the responses of the questionnaire the researcher summarized follows.

- Among the respondents 46.34% reflected that conflicts related to resources are very high.
- Based on the respondents (51.22%) there are conflicts related to power in the college.
- Respondents' reveals by (46.34%) there are conflicts related to differing interests and values.
- Conflicts related to poor performance are very high in the college (56.10% of the respondents forwarded their responses).
- Among the respondents 63.41% said that conflict related to task is high.
- 41.46% of respondents indicate that conflicts related to communication problem are very high.
- 68.29% of the respondents reveal that the implementation or the practice of negotiation conflict management strategy is low in the college.
- Respondents show by 60.97% there is no implementation or the practice of fairness in employee transfer conflict management strategy in the college.
- Due to 65.85% of the respondents the implementation or the practice of fairness in promotion conflict management strategy is very low.

- 41.46% of the respondents indicate that the implementation or the practice of fairness in providing benefits conflict management strategy is low.
- The implementation or the practice of smoothing potential causes of conflict strategy is very low (36.58% of the respondents).
- Based on 58.54% of the respondents the implementation or the practice of collaborating conflict management strategy is medium.
- The implementation or the practice of compromising conflict management strategy is low (43.90% of the respondents).
- Among the respondents 39.02% reflected that the college is not implement or the practice avoidance conflict management strategy.
- 48.78% of the respondents said that conflicts are not solved appropriately in NECAT Engineering College.
- 53.66% of the respondents indicate that the Management effort to solve conflict is not effective in NECAT Engineering College.
- 53.66% of the respondents reveal that the employees are not got satisfactory solution for conflicts at appropriate time in NECAT Engineering College.
- Among the respondents 34.15% reflected that the impact of conflict is high in NECAT Engineering College.

## 4.2. Conclusions

This research paper can be concluded as follows:-

The notion that conflict should be avoided is one of the major contributors to the growth of destructive conflict in the workplace. The "bad" view of conflict is associated with a vision of organizational effectiveness that is no longer valid (and perhaps never was). Conflict can be directed and managed so that it causes both people and organizations to grow, innovate and improve. However, this requires that conflict not be repressed, since attempts to repress are more likely to generate very ugly situations.

Conflicts in NECAT Engineering College are not managed in proper way, as the research reveals that there are different kinds of conflict management techniques that the college should use. But the management of the college did not use these techniques. The techniques are like negotiation conflict management technique, transfer of employees, promoting employees, provided benefits, smoothing potential causes of conflicts, collaborating with employees, compromising and avoidance techniques. The management responding to employees in order to solve conflict is not gratified and the effort to solve conflict effectively in the college is very poor. These have their own impact on the college in different areas like performance of the employees, motivational aspects of the employees, profitability of the college and so on.

The challenges like lack of getting enough time to solve conflict with the side of the management, lack of giving attention to the conflicts and lack of close relationship or communication with employees are happened during conflict management in the college.

Sources of conflict in NECAT Engineering College are like conflict related to resource, conflict related to role, conflict related to power, conflicts related to tasks, conflicts related to process, conflicts related to communication and so on. These are exceedingly destructive and have enormous impact to the performance of the college.

The attitude of employees towards the current conflict management approach is negative because the management of the college did not try to solve their conflict and employees' interests are not taken



into account in conflict resolution process. In addition to this the management responding to employees in order to solve conflict is not gratified, the management effort to solve conflict effectively in the college is very poor and resolution of conflict in NECAT Engineering College is not genuine and appropriate time based.

### **4.3. Recommendations**

Based on the results of the study, the researcher has recommended some possible points in order to enable NECAT Engineering College to have all effective and efficient use of conflict management strategies. These possible recommended solutions are:-

Not all workplace conflict is bad. In fact, some of the best solutions to problems come from working through and properly managing conflict. However, mismanaged conflict can result in bad outcomes, and even really ugly ones.

In the work place employees with managers and supervisors, the issue that generates the most emotion, and frustrated comments, is conflict within the organization. The organization generally do not look at conflict as opportunity, the organization do not tend to think about conflict as unpleasant, counter-productive and time-consuming. Conflict that occurs in organizations need not be destructive, provided the energy associated with conflict is harnessed and directed towards problem-solving and organizational improvement. However, managing conflict effectively requires that all parties understand the nature of conflict in the workplace.

- The attitude of employees towards the current conflict management approach is negative, to solve this attitude the management should avoid the challenges like lack of getting enough time to solve conflict, lack of giving attention to the conflicts and lack of close relationship or communication with employees and give enough time to counsel, advise and communicate with employees so that the employees be responsible to do their best.
- Conflicts which are aroused related to resources, NECAT Engineering College should have to provide sufficient resources so that employees continue smoothly their performance.
- Conflicts which are aroused related to power, NECAT Engineering College should have to delegate the authority to the subordinates.
- Conflicts which are aroused related to differing interests and values, the management of NECAT Engineering College should have to treat the employees depending on their interest and values.

- Conflicts which are aroused related to poor performance, task, communication problem, NECAT Engineering College should have to motivate the employees, give clear duties and responsibilities, and give training and so on.
  
- Concerning the strategies to solve conflicts NECAT Engineering College must have to implement or practice different types of strategies like negotiation, fairness in employee transfer, fairness in promotion, fairness in providing benefits, smoothing potential causes of conflicts, collaborating, compromising and avoidance conflict management strategies because the impact of conflict is high in different areas of performing duties.

