COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION (MBA)

FACTORS CAUSING WORKPLACE CONFLICT: EVIDENCE FROM DASHEN BREWERY FACTORY IN DEBRE BERHAN TOWN

BY

ALEM MEKURIYA

MAY, 2024

DEBRE BERHAN, ETHIOPIA

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

FACTORS CAUSING WORKPLACE CONFLICT: EVIDENCE FROM DASHEN BREWERY FACTORY IN DEBRE BERHAN TOWN

A THESIS SUBMITTED TO DEBRE BERHAN UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR A MASTER'S DEGREE IN BUSINESS ADMINISTRATION

BY

ALEM MEKURIYA

ADVISOR: D.G.SANKAR (PROFESSOR)

MAY, 2024

DEBRE BERHAN, ETHIOPIA

STUDENT'S DECLARATION

I, Alem Mekuriya, the undersigned, confirm that this is my original work and has not been submitted to any other college, institution, or university other than the Debre Berhan University for academic credit. I declare that the thesis entitled "Factors Causing Workplace Conflict : Evidence from Dashen Brewery factory in Debre Berhan Town" is my unique effort. I have carried out the present study independently with the supervision and support of the research advisor, D.G.Sankar (Professor). Any other contributors or sources used for the study have been appropriately acknowledged.

Signed:_____Date:_____

Alem Mekuriya

CERTIFICATE

This was to certify that Alem Mekuriya has completed a thesis entitled "Factors Causing Workplace Conflict: Evidence from Dashen Brewery Factory in Debre Berhan Town". In my opinion, this thesis was appropriate to be submitted as a partial fulfilment requirement for the award of a Degree in Master of Business Administration.

D.G.Sankar (Professor)

Advisor _____ _____

Signature and Date

APPROVAL OF THE THESIS

As members of the Board of examiners of the final MBA thesis open defence examination, we certify that we have read and evaluated the thesis prepared by Alem Mekuriya entitled "Factors causing workplace conflict: evidence from Dashen Brewery factory in Debre Berhan Town" is recommended that the thesis be accepted as fulfilling the thesis requirement for the degree of Masters of Business Administration (MBA).

Board of Examiners

Bekele Meaza (PhD)		
Name of the Chairperson	Signature	Date
Name of Major Advisor	Signature	Date
Bekele Meaza (PhD)		
Name of Internal Examiner	Signature	Date
Yimer Ayalew (PhD)		
Name of External Examiner		

ACKNOWLEDGMENTS

First and foremost, I would like to thank God Almighty for giving me the strength, knowledge, ability, and opportunity to undertake this research study. Secondly, I would like to express my sincere gratitude and appreciation to my advisor D.G.Sankar (Professor) for their, constructive comments and professional advice in the preparation of this research paper. Finally, my deepest thanks go to all my friends in the management department at Debre Berhan University.

Table of Contents

STUDENT'S DECLARATION ii
CERTIFICATE iii
APPROVAL OF THE THESIS iv
ACKNOWLEDGMENTS v
LIST OF TABLES ix
LIST OF FIGURES x
LIST OF ACRONYMS AND ABBREVIATIONS xi
ABSTRACT xii
CHAPTER ONE 1
INTRODUCTION 1
1.1 Background of the study 1
1.2 Statement of the Problem 3
1.3 Research Questions 5
1.4 Objectives of the Study 5
1.4.1 GENERAL OBJECTIVES 5
1.4.2 SPECIFIC OBJECTIVES 5
1.5 Research hypothesis 6
1.6 Scope of the Study 6
1.7 Significance of the Study 6
1.8 Limitations of the study 7
1.9 Definition of Key Terms 7
1.10 Organization of the Study 8
CHAPTER TWO 9
2 REVIEW OF RELATED LITERATURE 9
2.1 Introduction 9
2.2 Theoretical Literature 9
2.2.1 Definition of conflict 9
2.2.2 Views of Conflict 10
2.2.3 Functional and Dysfunctional Conflict 12

2.2.4 Sources (causes) of Conflict 13
2.2.5 Types of Conflict 15
2.2.6 Outcomes of Conflict 17
2.3 Empirical Literature review of the study 18
2.4 Conceptual Framework of the study 22
CHAPTER-THREE 25
3 RESEARCH METHODOLOGY 25
3.1 Description of Study Area 25
3.2 Research Design 26
3.3 Research Approach 26
3.4 Target Population 26
3.5 Sampling Technique 27
3.6 Sample Size and Sampling 27
3.7 Source of Data and Data Collection Method/ Instruments 28
3.7.1 Sources of Data 28
3.8 Reliability and Validity of the Instrument 29
3.8.1 Validity of Data Collection Instrument 29
3.8.2 Reliability of Data Collection Instrument 29
3.9 Instruments and Data Collection Techniques 29
3.10 Method of Data Analysis 31
3.11 Model Specification 31
3.12 Research Ethics 32
CHAPTER FOUR 33
4 RESULT DISCUSSION AND ANALYSIS 33
4.1 Introduction 33
4.2 Response Rate 33
4.3 Background information of the respondent 33
4.4 Descriptive statistics analysis 35
4.4.1 Descrptive analysis of personality factors 36
4.4.2 Descrptive analysis of structural factors 37
4.4.3 Descrptive analysis of communication factors 38
Table 4.5: Mean and Standard Deviation Score for communication factors 38
4.4.4 Analyzing workplace conflicts 40

4.5 Correlation analysis 41
4.5.1 The Relationship between personal factors and workplace conflicts 43
4.5.2 The Relationship between structural factors and workplace conflicts 43
4.5.3 The Relationship between communication factors and workplace conflicts 43
4.6 Testing Assumptions of Classical Linear Regression Model (CLRM) 43
4.6.1 Test for the errors have zero mean (E (ut) = 0) 44
4.6.2 Multicollinearity test 44
4.6.3 Test of Normality 44
4.6.4 Linearity test 45
4.6.5 Homoscedastic test 45
4.6.6 Autocorrelation test 46
4.7 Multiple regression analysis 46
4.7.1 Model Summary Analysis 47
4.7.2 Analysis of Variance (ANOVA) 48
4.7.3 Regression Coefficient Analysis 48
4.8 Hypothesis Testing and Discussions 51
CHAPTER FIVE 53
5 SUMMARY, CONCLUSION AND RECOMMENDATION 53
5.1 Introduction 53
5.2 Summary 53
5.3 Conclusion 54
5.4 Recommendation 56
5.5 Suggestions for future research 57
REFERENCES 58
APPENDIX-I ..... A
APPENDIX 1A—English version ..... A

LIST OF TABLES

Table 3.1: Sample size determination 28
Table 3.2: Rules of Thumb of Cronbach Alpha 30
Table 3.3: Reliability statistics of the instrument 31
Table 4.1 Response Rate of Respondents 33
Table 4.2: Likert scale response level of agreement 35
Table 4.3: Mean and Standard Deviation Score for Personality Factors 36
Table 4.4: Mean and Standard Deviation Score for structural factors 37
Table 4.5: Mean and Standard Deviation Score for communication factors 38
Table 4.6: Mean and standard deviation of factors causing workplace conflict 39
Table 4.7: Mean and standard deviation of workplace conflict 40
Table 4.8: Interpretation of Correlation Coefficient 42
Table 4.9: Pearson correlation on the relationship between factors and workplace conflict 42
Table 4.10: Collinearity Statistics of the predictors 44
Table 4.11: Autocorrelation test table 46
Table 4.12: Model Summary of factors causing workplace conflict 47
Table 4.13: ANOVA of factors causing workplace conflict 48
Table 4.14: Regression Coefficients of factors causing workplace conflict 49
Table 4.15: Hypothesis testing 51

LIST OF FIGURES

Figure 2.1: Conceptual framework of the study 23
Figure 4.1: Histogram that shows the normal distribution of the population 45
Figure 4.2: Probability Plot (P-P) graph shows the linearity test 45
Figure 4.3: Homoscedasticity assumption checked by regression..... 46

LIST OF ACRONYMS AND ABBREVIATIONS

PF	Personal factors
SF	Social factors
SF	Structural factors
SPSS	Statistical Package for Social Science
WPC	Workplace conflict

ABSTRACT

The main objective of this study was to identify factors causing workplace conflict: evidence from Dashen Brewery Factory at Debre Birihan *Town. The study used quantitative methods of analysis, utilizing explanatory survey techniques to gather relevant data through questionnaires from primary and secondary sources to achieve the aforementioned goals. Using stratified random sampling techniques, 275 samples were chosen from the total of 877 participants in the study. After that, this sample was given out, but only 268 of the questionnaires were correctly completed and utilized for data analysis. The Cornbrash alpha test was used to assess the instrument's reliability, while regression analysis, correlation analysis, and descriptive statistics were used to examine the respondents' answers. The study's findings suggest that communication factors, structural factors, and personal factors all have a positive significant effect on organizational performance. In light of the findings, the research suggests that the Brewery should prioritize conflict resolution training and promote emotional intelligence to manage personal factors like jealousy and diverse skill sets, address structural factors by implementing transparent resource allocation, improving communication channels, aligning organizational goals, and clarifying job roles to foster coherence and unity and enhance communication strategies through training programs and feedback mechanisms to minimize misunderstandings and resolve conflicts efficiently to improve overall organizational performance.*

Keywords: Communication factors, Personal factors, Structural factors, Workplace conflict, Dashen Brewery Factory

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

This study examines the types, causes, and outcomes of workplace conflict on organizations' performance. Conflict occurs whenever disagreements exist in a social situation over issues of substance or whenever emotional antagonisms create friction between individuals or groups (John et al., 2002: 127). Wherever there is social interaction between individuals or groups, conflict will often exist. Conflicts are an inevitable part of organizational life because the goals of different stakeholders such as managers and staff are often incompatible (Jones, George, and Hill, 2000). It is an unpleasant fact in any organization as long as people compete for jobs, Resources, power, recognition, and security.

Conflict-free company has never existed and never will exist. Antagonisms, tensions, aggressions, stereotypes, negative attitudes, and the frustrations of perceived conflicting needs will always be present wherever people are forced to live and work together (Pace, 1983: 59). According to Hennery (2009: 17), organizational conflict can be regarded as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other. Thus, it emerges as an outcome of interdependencies and interactions between and among people. Different scholars have defined the term conflict in different ways. But the most commonly used definition that all can agree on is that conflict is the situation in which one party perceives that its interests are being opposed or negatively affected by another party that is in the same group, in another group, in the same organization or in another organization (Mulatu, 2007: 1). In present corporate environment conflict has become a very common phenomenon (Kondalkar, 2007: 160). As stated by Nye (in Mayer and Bones 2010: 34), managing conflicts within Organizations can be defined as the art of appropriate intervention to achieve conflict settlement.

Team leaders and members can spend a considerable amount of time dealing with conflicts; sometimes they are directly involved and other times they act as mediators or neutral third parties to help resolve conflicts between other people (John et al., 2002: 127). Thomas and Schmidt (1976: 164), state that ‘managers nowadays spend most of their time trying to find a

way to solve conflict that arises in their organization'. 30% of a typical manager's time is spent dealing with conflict (Thomas and Schmidt, 1976). Obasan (2011: 44) believes that irrespective of the factors resulting in conflict, it has been observed that industrial conflict produces considerable effects on organizations and should be consciously managed as much as possible. The conflict has both positive and negative outcomes for the parties involved and for the organization in general. Robbins (1996: 504), argues that not all conflict is bad. Some conflicts support the goals of the group and improve its performance; these are functional, or constructive, forms of conflict.

Additionally, some conflicts hinder group performance; these are dysfunctional, or destructive, forms of conflict. Almusdy (2007: 2) believes that 'Conflict has a negative outcome on the individual and the organization unless properly managed'. Specifically, organizational conflict can be the source of several benefits. It may improve the quality of organizational decisions, it may bring out problems that previously have been ignored or avoided, motivate people to appreciate each other's positions more fully and encourage people to consider new ideas, thereby facilitating change. Conflict also has negative or dysfunctional output on the employees and the organization such as; a decline in performance, physical and mental problems, effect on relationships among colleagues, increasing turnover, and the like (Robbins, 1998: 505).

According to Abu Baker and Mohamed (2005: 721), understanding organizational conflict and the role it plays in influencing employee behavior and work outcomes is now more important than it ever was. Because conflict can easily occur in multinational or multicultural situations, basic differences in language, norms, personal styles, and other cultural characteristics hinder effective communication and set the stage for conflict. The conflicts faced in organizations may be viewed as stemming from a variety of causes, including both people's interaction with other people and with the organization itself. Conflict triggers include ambiguous jurisdictions (unclear job boundaries); competition for scarce resources; status differentials; time pressures; personality clashes; unreasonable standards or rules; communication breakdowns; and unrealized expectations(Schermerhorn et al., 2010). Here are just a few of the most common sources of organizational conflict Rahim (in Obasan, 2011) stated that conflict may be interpersonal or intergroup, with Interpersonal conflicts occurring between a supervisor and his subordinate or between two individuals at the same level of the organizational hierarchy. Intergroup conflicts often occur between two departments or between management and workers while attempting to

implement the policies and programs of the organization. Therefore the main purpose of the study is to identify the type of conflict that frequently exists, to identify the major causes of conflict and their dysfunctional outcome in Dashen Brewery Factory.

1.2 Statement of the Problem

The saying goes “No person is an island”. At some time or another, even loners must coordinate their efforts with others to get things done. Indeed, working together with others is a critical aspect of organizational life. However, this doesn't always occur, as smoothly as it should. There are, of course, times when people help each other, but there are also times when work against each other, or even go out of their way to purposely harm one another (School of Art and Management, 2008: 76-7)

The leading causes of workplace conflict are communication problems, differing goals and objectives, and personal differences. Communication problems can arise when there is a lack of communication or poor communication. Different plans and purposes can lead to conflict when employees work towards different goals or have other ideas about achieving those goals (Stephens et al., 2020). Finally, personal differences can cause friction when employees have different personalities that clash or have different values and beliefs. There are many potential secondary causes of workplace conflict resulting from cultural differences. Some of the most common include the lack of understanding or awareness of cultural differences, stereotyping or prejudice against people from other cultures, different values and beliefs regarding work, time management, communication, and diverse expectations or standards in terms of dress, behavior, work ethic (Aguinis et al., 2022). With the increasingly globalized workforce, it's more important than ever for employers to be aware of the potential for cultural clashes and how to deal with them.

Some common causes of workplace conflict stemming from cultural differences include different expectations around work hours and schedules, different communication styles, different ways of dealing with conflict, and diverse approaches to teamwork (Alison & Judith, 2020).

In spite of the ability of top management’s leadership or his or her management style, regardless of how well-planned the organization structure is certain amount of conflict will exist in an organization. Organizations are social institutions established to accomplish the set goals. Conflicts exist in all social systems. When it occurs, conflict tends to block managerial activities.

It frustrates organizational and individual/group goals and objectives. The effect of conflict is mostly seen in low productivity.

Conflict leads to strike actions, absenteeism, lateness, and insecurity of life and property. Due to frequent organizational conflict, performance in most organizations has taken a comparatively negative result (Babin & Boles, 2000). The frequent agitation by workers for improved working conditions and other interests has led to a down toll (strike action) which eventually affects organizations' performance (Babin & Boles, 2000). Key indicators such as sales return on investment and profit margins have been reduced due to poor conflict management. This shows that organizational performance is enhanced through effective conflict management (Perez et al 2007. To resolve conflict, individuals or groups resort to conflict management instruments without first determining what the causes of conflict are, a key element in developing an appropriate conflict resolution strategy (Havenga 2004: 88). Mayer (2008: 8) argues that if the causes of conflict are known and understood, a conflict map can be developed, which could guide conflict resolution process. Jordan (in Tonder, Havenga, and Visage, 2008: 374) states that 'it is useful to note that the cause of conflict can be linked and collectively regarded as a prerequisite for conflict management.

Some researchers have conducted a study regarding conflict, for instance, Obasan (2011), has conducted research on the impact of conflict management on corporate productivity: in evidence from First Brewery of Nigeria which emphasizes identifying the main sources of conflict in the Brewery. Hotepo et al., (2010) have also conducted a study on the effect of conflict on organizational performance in some selected service areas in Lagos, Nigeria focusing on listing the major sources of conflict and its outcome on the selected service areas. Mulatu (2007) has undertaken a study on the assessment of conflict management practice in the case study of Admass University College which shows the major sources as well as, employees' attitudes towards conflict. Robbins and Judge (2019) emphasize the impact of individual differences and perceptions on conflict formation, while the study by John and Chatman (2000) underscores the role of organizational culture in exacerbating or mitigating conflicts. Furthermore, Thomas and Kilman (1974) argue that conflict resolution styles and approaches adopted by employees and management play a crucial role in determining the outcomes of conflicts on organizational performance.

These and other scholars looked into this topic and determined what causes workplace conflict and how it affects organizational effectiveness across various nations and regions. However, the results of a study conducted in one nation might not apply to another. More precisely, research on the causes of workplace conflict and how it affects organizational performance is lacking in the brewery sector. According to the researcher's knowledge, no research studies have been completed using the elements that cause workplace conflict, such as personal factors, structural factors, communication factors, and workplace conflict, in the setting of Dashen Brewery Factory in Debre Birihan Town. Due to a lack of research in this field, particularly in Debre Birihan Town, and the relevance of mitigating workplace conflict, the researcher was interested in bridging this research gap in the Brewery Factory by conducting this study. As a result, the purpose of this study is to identify factors causing workplace conflict: evidence from the Dashen Brewery factory in Debre Birihan Town

1.3 Research Questions

The study was an attempt to answer the main research questions.

1. How do individual personality traits contribute to workplace conflict at Dashen Brewery Factory in Debre Birihan Town?
2. What is the influence of organizational structure and hierarchy on the occurrence of workplace conflicts at Dashen Brewery Factory?
3. How do communication barriers and breakdowns within teams lead to workplace conflict at Dashen Brewery Factory?

1.4 Objectives of the Study

1.4.1 GENERAL OBJECTIVES

The general objective of the study was to identify factors causing workplace conflict: evidence from Dashen Brewery Factory at Debre Birihan Birihan Town

1.4.2 SPECIFIC OBJECTIVES

The specific objectives of the study are described below:

- To examine the specific individual personality traits that contributes to workplace conflict at Dashen Brewery Factory in Debre Birihan Town.
- To determine the impact of organizational structure and hierarchy on the occurrence of workplace conflicts at Dashen Brewery Factory in Debre Birihan Town.

- To measure how communication barriers and breakdowns within teams lead to workplace conflict at Dashen Brewery Factory in Debre Birihan Town and their implications on organizational performance.

1.5 Research hypothesis

In light of the objectives expressed the following hypotheses were investigated

Ha1: Personal factors have a positive and significant effect on workplace conflict at Dashen Brewery Factory in Debre Birihan Town.

Ha2: Structural factors have a positive and significant effect on workplace conflict of Dashen Brewery Factory in Debre Birihan Town.

Ha3: Communication factors have a positive and significant effect on workplace conflict at Dashen Brewery Factory in Debre Birihan Town.

1.6 Scope of the Study

The theoretical scope of the study is to identify factors causing workplace conflict: evidence from Dashen Brewery Factory at Debre Birihan Town, which involves analyzing the relationship between factors and workplace conflict. The variables include factors causing workplace conflicts such as personal factors, structural factors, and communication factors. The geographical scope of the study is limited to Dashen Brewery in Debre Birihan Town, which is a specific location in Debre Birihan. Therefore, the findings of the study may not be generalizable to other firms or regions. The methodological scope of the study involves using quantitative research approach methods to collect and analyze data. This may include surveys, and statistical analysis to determine the relationship between factors and organizational performance. The study may also involve a case study approach to gain a deeper understanding of the specific practices and strategies employed by Dashen Brewery Factory at Debre Birihan Town.

1.7 Significance of the Study

The findings of the study were important in several ways: Firstly, understanding the root causes of workplace conflict within the organization can help identify areas for improvement and intervention. By pinpointing specific factors contributing to conflict, management can implement targeted strategies to address and mitigate these issues, ultimately fostering a more harmonious work environment.

Secondly, examining the impact of workplace conflict on organizational performance is crucial for assessing the overall health and effectiveness of the brewery. Conflict can lead to decreased productivity, employee morale, and job satisfaction, all of which can have negative repercussions on the company's bottom line. By quantifying the effects of conflict on performance metrics such as turnover rates, absenteeism, and quality of work, this study can provide valuable insights for decision-makers to make informed choices on how to enhance organizational efficiency. Furthermore, by focusing on a specific case study like Dashen Brewery Factory, the research can offer contextually relevant findings that can be directly applied to the organization's unique challenges and dynamics. This localized approach can lead to more tailored and practical recommendations for improving conflict management practices and enhancing organizational performance within the brewery.

1.8 Limitations of the study

The limitations of the study related to factors causing workplace conflict could be the generalizability of the findings. The specific context and characteristics of the factory may not be representative of other organizations, making it challenging to apply the results to different industries or regions. Additionally, the study's reliance on self-reported data from employees and managers may introduce bias and the potential for social desirability effects, affecting the accuracy and reliability of the results. Furthermore, the scope of the study may not comprehensively capture all possible factors contributing to workplace conflict and organizational performance, limiting the depth and breadth of the conclusions drawn.

1.9 Definition of Key Terms

The following definitions are provided to ensure uniformity and understanding of these terms throughout the study.

- **Personal factors of conflict**: refer to individual characteristics, attitudes, and behaviors that contribute to or escalate conflicts between individuals or groups. These factors can include personality traits, emotional responses, values, and perceptions (Robbins &Judge, 2009)
- **Structural factors of conflict:** pertain to the underlying organizational or systemic conditions that create or exacerbate conflicts. These factors can include issues related to resource distribution, role ambiguity, power imbalances, and organizational policies or procedures that affect interaction patterns and decision-making (John, 1997)

- **Communication factors** of conflict: involve how messages are conveyed, interpreted, and misinterpreted during interactions, leading to misunderstandings or disagreements. Poor communication, such as unclear messages, selective listening, or non-verbal cues, often plays a significant role in escalating conflicts (Cloke &Goldsmith, 2011)

1.10 Organization of the Study

This study was organized into five chapters. The first chapter explains the background of the study, the statement of the problem, the objective of the study, the hypothesis, the significance of the study, and the scope of the study. The second chapter deals with a review of theoretical literature, empirical literature, knowledge gap, and conceptual framework. The third chapter is about the research methodology used to conduct the research, Data presentation and analysis are undertaken in the fourth chapter finally conclusion and recommendation in the final chapter.

CHAPTER TWO

2 REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter commences with the theoretical literature review, definition, and concept of conflict. A lot has been said regarding conflict by different scholars at different times. According to Pink (1963: 413-414), there has been no shortage of definitions of conflict. Despite the differing meanings the term has acquired, several common themes underlie most definitions. Additional commonalities in the definitions are opposition or incompatibility and some form of interaction. These factors set the conditions that determine the beginning point of the conflict process.

2.2 Theoretical Literature

2.2.1 Definition of conflict

Robbins (1996:505) defines conflict, as 'a process that begins when one party perceives that another party has negatively affect, or is about to negatively affect something that the first party cares'. According to John et al. (2002: 127), 'conflict occurs whenever disagreements exist in a social situation over issues of substance or whenever emotional antagonisms create frictions between individuals or groups'. Conflict is also defined by Rashid & Archer (1985: 177) as, 'The pursuit by two different persons of goals that are incompatible so that gains by one person must inevitably come about at the expense of the other'. Conflict must be perceived by the parties to it; whether or not a conflict exists is a perception issue. If no one is aware of conflict, then it's generally agreed no conflict exists. (Robbins, 1996)

According to Jeffrey et al. (1994: 7), it is defined as a 'perceived divergence of interest, or able life that the parties' current aspirations cannot be achieved simultaneously'. Disputes, on the other hand, are manifest disagreements, often following legal quasi-legal or otherwise confrontational procedures (such as complaints, charges, grievances, and lawsuits). Conflict embraces all the differences between persons, whether or not they become disputes.

This definition is deliberately broad. It describes that point in any ongoing activity when an interaction "crosses over" to become a conflict. It includes the wide range of conflicts that people

experience in groups and organizations such as; incompatibility of goals, differences over interpretations of facts, disagreements based on behavioral expectations, and the like (Robbins, 1996: 505).

2.2.2 Views of Conflict

It is entirely appropriate to say that there has been "conflict" over the role of work in groups and organizations (School of Art and Management, 2008: 77). The different schools of thought or approaches to conflict have been presented in the following. However, it can be possible to briefly compare and contrast them. Thus, one school of thought has argued that conflict must be avoided, that it indicates a malfunction within the group. This is called the traditional view. Another school of thought, the human relations view, argues that conflict is a natural and inevitable outcome in any group and that it need not be evil, but rather has the potential to be a positive force in determining group performance. The third, and most recent, perspective proposes; not only that conflict can be a positive force in a group but explicitly argues that some conflict is necessary for a group to perform effectively, this third school is labeled as the interaction approach.

2.2.2.1 The Traditional View

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

The early approach to conflict assumed that all conflict was bad. Conflict was viewed negatively, and it was used synonymously with such terms as violence, destruction, and irrationality to reinforce its negative connotation. They believe that conflict, by definition, is harmful and is to be avoided. Conflict is dysfunctional, destructive, and irrational usually caused by poor communication, a lack of trust, or a failure to be responsible to the needs of others. Mullins (2002: 813) claims that Peter Drunker, the renowned Austrian management theorist, was a leading proponent of this view, which holds that ‘conflict is seen as a dysfunction outcome and can be explained, for example, by poor communications, personality clashes or the work of agitators’.

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

Conflict is frequently viewed as a problematic condition usually between two people or groups that needs to be reduced, eliminated, or overcome (Rahim, 2002: 210), so that organizational stability is not threatened (Pondy, 1967: 301) the view that all conflict is bad certainly offers a simple approach to looking at the behavior of people who create conflict. Since all conflict is to be avoided, we need merely direct our attention to the causes of conflict and correct these malfunctions to improve group and organizational performance. Although research studies now provide strong evidence to dispute that this approach to conflict reduction results in high group performance, many of us still evaluate conflict situations utilizing this outmoded standard(Schermerhornetal.2010:233).

2.2.2.2 The Human Relations View

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

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

2.1.1.3. The Inter actionist View

While the human relations approach accepts conflict, the inter actionist approach encourages conflict because a harmonious, peaceful, tranquil, and cooperative group is prone to becoming static, apathetic, and nonresponsive to change and innovation. The major contribution of the inter actionist approach, therefore, is encouraging group leaders to maintain an ongoing minimum level of conflict enough to keep the group viable, self-critical, and creative (Robbins, 1996: 506). Under this new view, some go further to argue that conflict performs a positive function, for

example, Avis (1992: 120) claims that conflict is ‘not only inescapable but indispensable ‘, and Townsend (in Mullins 2002: 814) argues that ‘conflict is the sign of a healthy, not dysfunctional in organizations’. According to Robbins (1996: 506) to know whether a conflict is good or bad depends on the type of conflict. Specifically, it's necessary to differentiate between functional and dysfunctional conflicts.

2.2.3 Functional and Dysfunctional Conflict

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

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

2.2.3.1 Functional Conflict

When conflict is functional, it is generally task-oriented and focused on judgmental differences about how best to achieve common objectives Brehmer; Cosier & Rose; John; Prime & Price; Riecken; Torrance (Amason, 1996:129). This type of conflict is called cognitive conflict (Amason & Schweiger, 1994: 342). Cognitive conflict is inevitable in top management teams because ‘different positions see different environments’ (Mitro Birihan ff, 1982: 375). However functional conflict should not adversely affect group goals and performance rather it should enhance group commitment and understanding.

2.2.3.2 Dysfunctional Conflict

When conflict is dysfunctional, it tends to be emotional and focused on personal incompatibilities or disputes Brehmer; Cosier& Rose; John; Prime& Price; Riecken; Torrance (in Amazon, 1996: 129). This type of conflict is called affective conflict (Amason&Schweiger,

1994: 247). Affective conflict seems to emerge in top management teams when cognitive disagreement is perceived as personal criticism (Amason 1996: 123-148). Brehmer (1976: 986) argues that such misinterpretation can cause "purely cognitive disagreement to turn into full-scale emotional conflict". The criticism and debate necessary for cognitive conflict could likely be interpreted as political gamesmanship, where one team member tries to gain influence at the expense of another (Finkelstein, 1992: 517).

2.2.4 Sources (causes) of Conflict

According to Robbins (1996: 508), sources of conflict are categorized into three major divisions the first one is a personal factor, the second is structural factors and the last one is communicational factors. Nelson and Quick (2001: 425-428) categorize the source of conflict as personal factors, those that develop from within the organization and originate from how work is organized, and secondly, personal factors, which emerge as a result of individual differences among employees. Communicational factors can also be considered as a potential cause for a conflict even though much attention is not given to this factor.(Ritzier 1972: 53; Robbins 1998: 247; Vecchio 2000: 177) argue that communication is infrequently considered as a source of conflict. In general, these authors suggest that causes of conflict can be classified under 3 main categories these are, structural factors, personal factors, and communicational factors.

2.2.4.1 Personal Factors

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

In a professional workplace setting, a bad attitude can affect everyone and cause conflict among employees (Brehmer, 1976: 988). Business owners looking for ways to improve worker productivity can start by evaluating the attitude their employees bring to the job each day. A positive or negative attitude affects how workers approach their jobs, and attitudes can have a

ripple effect on those around them. In some cases attitude problems can be ignored by the majority of employees and a productive employee with a slight attitude problem is not a distraction (Mayer and Bones, 2010: 37). A manager needs to learn how to identify escalating attitude problems in the workplace to prevent them from becoming a distraction (Rose man, Wiest and Swartz, 1994: 209).

Over the past ten years, increasing attention has been given to how workers express emotion in a variety of work settings (Sutton, 1991: 249-50; Wharton and Erickson, 1993: 485). Middleton (1989: 188) has defined the conflict between emotions genuinely felt and emotions to be displayed in the organization as "emotional dissonance". Workers may experience emotional dissonance when the emotions required by the organization clash with their inner or real

Feelings. Sutton (1991: 250) believes that highly emotional individuals are more likely to enter into conflict.

2.2.4.2 Structural Factors

The very nature of organizations as hierarchical systems provides a basis for conflict as individuals and teams work within the authority structure (Schermerhorn et al., 2010: 237). Vertical conflict occurs between levels and commonly involves the supervisor, subordinate, and team leader. Team member disagreements over resources, goals, or performance results and reward system. Horizontal conflict occurs between persons or groups working at the same hierarchical level. These disputes commonly involve goal incompatibilities, resource scarcity, or purely interpersonal factors. And, line–staff conflict involves disagreements between line and staff personnel over who has authority and control over decisions on matters such as budgets, technology, and human resource practices (Schermerhorn et al., 2010: 238; Nelson and Quick, 2001: 427).

2.2.4.3 Communication Factor

Communication can be a source of conflict. It represents those opposing forces that arise from semantic differences, misunderstanding, and noise in the communication channel. One of the myths that most carry around is that poor communication is the reason for conflict: "If we could just communicate with each other, we could eliminate our differences." Such a conclusion is not unreasonable, given the amount of time each of us spends

Communicating. Lenore and Arthur (1977: 541) found that communication skills play an important role in determining a happy relationship among individuals. But, of course, poor

communication is certainly not the source of all conflicts, although the problem in the communication process acts to retard collaboration and stimulates misunderstanding.

Semantic differences, insufficient exchange of information, and noise in the communication channel are all barriers to communication and potential antecedent conditions to conflict (Robbins, 1998: 509-10).

Especially, semantic differences arise as a result of a difference in training, selective perception, and inadequate information about others. Conflict can arise when having too little or too much communication. An increase in communication is functional up to a point, whereupon it is possible to over-communication, with a resultant increase in the potential for conflict. So, too much information as well as too little can lay the foundation for conflict (Robbins, 1998: 510)(Nelson and Quick, 2001: 430). Further, the channel chosen for communicating can influence stimulating opposition. The filtering process that occurs as information is passed between members and the divergence of communications from formal or previously established channels offer potential opportunities for conflict to arise (Robbins, 1998: 510).

2.2.5 Types of Conflict

As man developed into a hunting society, there were proofs of feuds among tribes for cattle, precious stones, and women. Feuds also existed within the tribe, between clans. Over several thousand years man evolved into an agrarian society where the feuds took place for land and water. In Indian epics, there are several instances of conflict especially in Ramayana and Mahabharata. In modern industrial society, in organizations we come across several kinds of conflicts sprouting out of several sources (School of Art and Management, 2008: 75). There are different types of conflict based on the parties involved in it.

The following classifications are the commonly accepted ones.

2.2.5.1 Intrapersonal Conflict

At one time or another, every employee experiences conflict within himself or herself. A person may have conflicting goals. He or she may lack the required ability for a particular job. His or her path may be blocked by other people, lack of facilities, rules and regulations, etc. Regardless of the source, these conflicts can cause a person frustration, tension, and anxiety. There is no such thing as “the perfect job” there is no job that provides total satisfaction. All jobs entail some degree of stress and in fact, some tension may be considered desirable. However, if the tension, anxiety, and frustration are too great, serious personal harm may follow. According to John et al.

(2002: 128), intrapersonal conflict occurs within the individual because of actual or perceived pressures from incompatible goals or expectations.

2.2.5.2 Interpersonal Conflict

The second basic type of conflict that we consider is that which occurs between one individual and another or between an individual and the group to which he or she belongs. John et al., (2002:128), argue that interpersonal conflict occurs between two or more individuals who are in opposition to one another. Most employees are concerned about their position, status, power, etc., within the organization and resent any encroachment on them. Also, they are often competing with each other for recognition, approval, and promotion. Quite often, interpersonal conflicts are also interdepartmental for example, between a manager of one department and a manager of another, or between one department and another. Many people find interpersonal conflict stimulating and challenging. But not all do, particularly the losers. Sometimes, to promote his or her interests, or through foolishness, an individual will break the norms of the group to which he or she belongs. For example, a person may work too hard, ignore a strike call, or be informal with a colleague. This will invite hostility and retaliation from the rest of the group and so interpersonal conflict comes into existence. Research findings indicate that the anxiety produced by interpersonal animosity may inhibit cognitive functioning (Rose man *et al*., 1994: 215) and also distract team members from the task, causing them to work less effectively and produce suboptimal products (Wilson et al., 1986: 311)

2.2.5.3 Intergroup Conflict

Intergroup conflict exists when one group attempts to achieve its goals at the expense of the goal attainment of another group in the organization. Thus, conflict is the opposite of the desired cooperation and coordination between groups in an organization. Unfortunately, it is all too common. To complete the definition of conflict, managers need to recognize that intergroup conflict is a cyclical process involving four repeated steps: frustration, conceptualization, behavior, and outcome.

2.1.5.4. Intra-group Conflict

Intra-group conflict is a type of conflict that is created between parties within a given group. This type of conflict happens because of various reasons about personal, group, or organization as a whole.

2.2.5.4 Intra organizational Conflict

This is a type of conflict that happens between several parties within an organization. Intra-individual, interpersonal, and inter-group conflicts are all inherent in intra-organizational conflict. It is not uncommon to see several parties and departments that fight over limited resources, conduct interdependent work, communicate several times over the works for which they are responsible together…etc. All these can be cited as potential sources of this type of conflict. (Kondalkar, 2007: 169; Robbins, 1998: 512)

2.2.5.5 Inter-organizational Conflict

Several organizations encountered conflicts between themselves because of different reasons. This type of conflict is called inter-organizational conflict.

2.2.5.6 Cross-cultural Conflict

Doing business with people from different cultures is commonplace in our global company where cross-border mergers, joint ventures, and alliances are the order of the day. Because of differing assumptions about how to think and act, the potential for cross-cultural conflict is both immediate and huge. Success and failure, when conducting business across cultures, often hinges on avoiding and minimizing actual or perceived conflict. Awareness of the cross-cultural differences (individualism/collectivism, perceptions of time, interpersonal space, language, religion, and Universalists (rules) particularists/ relationships.) is an important first step. Beyond that, the cross-cultural conflict can be moderated by using international consultants and building cross-cultural relationships (Mulatu 2007: 37).

2.2.6 Outcomes of Conflict

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

However, conflict can also be costly to an organization. The trouble isn't necessarily the fact that conflict exists, its how we deal with those conflicts or what happens when they aren’t resolved. The impact of conflict in the workplace can be devastating - to the parties involved,

To colleagues and teams, to clients, and to the business as a whole. Some of the results of unresolved conflict in the workplace include (Robbins, 1998: 519).

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

Often others not directly involved in the conflict will also be affected; the impact of this can be seen in Poor workplace morale, miscommunication resulting from confusion or refusal to cooperate, increased stress among employees, reduced creative collaboration, decreased motivation within the organization, health issues such as stress and depression, affecting attendance and performance, poor performance and reduced output, missed deadlines or delays, increased staff turnover, problems in recruiting staff and damage to the reputation of the organization, are some of the major effects of conflict in the organization(Opotow, 2000:87)(Nelson and Quick, 2001: 437)

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

2.3 Empirical Literature review of the study

In the present corporate environment conflict has become a very common phenomenon (Kondalkar, 2007: 160). Understanding conflict enables organizations and employees to better perform their tasks and increase group understanding and harmony. It helps to improve the quality of decisions, stimulate creativity, better solutions to problems, high team performance, increase motivation, improve communication, improve work relationships, and increase movement towards goals. On the other hand, if it is mistreated or ill-treated it may lead to negative outcomes. The negative effects of conflict may deprive the organization of achieving its goals. It may waste time and effort and can lead to a low quality of work (Elmagri &Eaton, 2001).

Edwards and Walton (2000) conducted research with a title change and conflict in the academic library. The study was conducted using literature from both the management and librarianship disciplines. The study focused on causes of conflict, positive and negative impacts, and different conflict-handling techniques. The researchers concluded that interpersonal conflicts are often observed types of conflict in the libraries of the UK. They also concluded that the main sources

of conflict are differences in perception, limited resources, departmentalization and specialization, nature of work activities, role conflict, inequitable treatment, violation of territory, and environmental change. The study also identified demoralized personnel, reduced efficiency, and impoverished services are the major dysfunctional impacts of conflict. Finally, the researcher suggests that libraries could benefit from a deeper study of how they are handling conflict with the ultimate aim of increasing effectiveness in service delivery across the sector.

Elmagri and Eaton (2001) Identified the Factors Causing interpersonal conflict in Organizations by analyzing secondary data (such as publications, books, articles, and theses gathered from the Sanford library database and catalog in the past decade)that aim to find the major causes of interpersonal conflict in an organization (which occurs between two or more individuals within any organization) find out that there is a list of the factors that cause interpersonal conflict (IPC), and this factors can be divided into two main categories: firstly, personal factors like individual differences, threats to status, lack of trust, and incivility (lack of respect rudeness).Secondly, organizational factors such as limited resources, unfair treatment, role ambiguity, role incompatibility, the contradiction of goals, information deficiency, environmental stress, and organizational change.

A research paper submitted to Addis Ababa University by Mulatu (2007) to assess the major sources of conflict in Admass University College, the conflict resolution practice of the organization, attitudes that employees of the organization have towards Conflict, and forward possible solutions for the problems identified from the collected and analyzed data. It uses both primary and secondary sources of information in collecting the data. It distributes 100 Questionnaires to the institution's academic, non-academic, and administrative staff members.

According to the analysis made, there is a wide range of conflicts in the organization; caused by three broadly classified sources of conflict. The first one is personal factors which include the emotions of the individual, values and ethics of the person, attitudes and perceptions, skills and responsibility diversity of the person, and jealousy. The second source of conflict is structural factors; such as goal differences, scarcity of resources, interdependence, unclear job boundary, and relationship among authorities. Among the available structural factors, the majority of the respondents replied that all of these structural factors mentioned above are sources of conflict in an organization. In particular, the availability of limited resources in the organization and unclear

job boundaries got the highest rank. The third source of conflict is communication factors. The major communication factors include distorted messages, Information overload, lack of communication skills, use of Jargon, information late delivery, and error in perception.

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

To avoid the above problems; the researcher recommended that the organization should prepare several occasions in which the employees can develop relationships between them, and a special training and orientation program should be prepared to create a better grasp on conflict-related issues.

Other research conducted by Tonder et al., (2008) aims to assess whether the perceived cause of institutional conflict is organizational-specific or universal across organizations and whether employees' experience of the impact of conflict is organization-specific and common across different organizations reveals several causes and effects. The study explored the perceived sources of conflict in two South African organizations operating in different economic sectors. This experimental survey that focuses on both the causes and effects of conflict was administered to a sample of 203 employees, representing both companies. The study uses factor analysis to identify the causes of conflict and hierarchical cluster analysis to show the effects of workplace conflict. The result from the inferential output reveals four major factors are the major causes of conflict; this are racially-informed management practices, inadequate and ineffective resources, work demands associated with change in technology and management practice, and unjust layoffs/ rationalization. It also shows that conflict affects employee's physical, emotional, and mental well-being and has a pronounced effect on social and interpersonal relationships among employees.

A study conducted by Tseveendorj (2008) in the Brewery of Baguio City analyzed conflict resolution as a basis for effective conflict management using a questionnaire that incorporates respondents' demographic characteristics, respondents ' variables, the level of implementation of the conflict resolution approaches, and the degree of seriousness. To analyze the data both descriptive and inferential statistics were used, such as sloven's formula, split half method, spearman rank order coefficient, Fisher's t-test, and single-way analysis of variance (ANOVA)

The analyzed data reveals the seriousness of communication, perception, values, and cultural differences in creating conflict among the employees of Brewery of Baguio. The researcher recommends that, for the Brewery employees to deal with conflict properly, it may be necessary for the Brewery officers to disseminate information or give orders clearly by formally instructing their employees on the use of written guidelines and procedures to prevent miscommunication so that Brewery staffs will have a clear understanding and correct interpretation of all information and instruction.

Research conducted by Hennery (2009) with the title of Organizational Conflict and its Effect on Organizational Performance in Gaborone aims to find out the causes, types, effects, and strategies on how to manage conflicts in organizations and effectively enhance organizational performance. Therefore, it is the prime responsibility of management to put in place appropriate strategies on how to minimize conflict. To achieve the objective of the study, a survey research design was adopted and the focus of the study was cross-sectional. Using convenience sampling, a sample of one hundred and thirty managers selected for the study from government departments, parastatals, and privet companies were selected. To analyze the data it uses a quantitative approach. Using the analyzed data he concluded that the major cause of organizational conflict is limited resources and interdependency. The result also shows that poor performance, lack of cooperation, waste of resources, and productivity are the effects of workplace conflict.

Another study conducted by Hotepo et al., (2010) aimed to examine the Effect of Conflict on Organizational Performance and was carried out by investigating the causes, types, reasons, and strategies for managing conflicts in some selected service organizations in Nigeria. The study found that the major causes of conflict are a lack of resources and communication problems. Other important causes of conflicts in the organization are competition, lack of cooperation, different expectations, and interdependence. It also shows that salary comparison is the item that generated the least conflicts. Regarding the type of conflict, the study shows that interpersonal conflict ranked highest as the type of conflict experienced by the respondents in their organizations. The study indicates that conflicts have both positive and negative effects on the organization. If conflict is not resolved properly might affect the organization adversely in terms of poor performance, lack of cooperation, waste of resources, and productivity. In addition,

conflict has a positive effect on the organization especially in building cooperation among the employees, encourages organizational innovativeness, and improves quality decisions in resolving conflicts. The researcher recommended that Proper communication procedures should be put in place to resolve conflict. He also recommended that the management should organize seminars/workshops on organizational conflict management from time to time for the employees.

Research conducted by Obasan (2011), studies the impact of conflict management on corporate productivity of First Brewery of Nigeria Plc., (Lagos Branch). Using a student *t'* distribution to test the significance of response and a purposive sampling technique to administer self-design questionnaires to 50 respondents cutting across all cadres of staff of First Brewery of Nigeria Plc.,(Lagos Branch), revealed that the main sources of conflict in the organization relate to perception and value problems. The specific issues bother employee compensation and welfare while managers prefer compromise, problem-solving, and dominating strategies to minimize the incidence of organizational conflicts. The researcher recommended that strategies that promote industrial democracy should be chosen by management as the preferred option in dispute resolution. In addition, for Brewery employees to deal with conflict properly, it may be necessary for the Brewery officers to disseminate information or give orders clearly by formally instructing their employees on the use of written guidelines (e.g. memos, circulars, etc.) and procedures to prevent communication gap so that Brewery staffs will have a clear understanding and correct interpretation of all information and instructions. He also finds out that the ideal level of conflict resolution required to attain optimum performance for every organization is unique and situational hence managers are duty bound to establish the best maintainable by the organization. Finally, the researcher recommended that conflict situations should be promptly confronted and addressed whenever they occur rather than being avoided.

2.4 Conceptual Framework of the study

In this conceptual framework, the major variables are outcomes of conflict in the Dashen bearberry factory, communication factors, structural factors, and personal factors. Where outcome of conflict in the organization is the dependent variable; communication, structure, and personal variables are the independent variables which are the major causes that create workplace conflict. Several researchers have determined different causes of conflict that should be considered as independent variables that have a direct effect on organizational performance,

such as; unclear expectations, personal issues, generational incompatibility, competition for resources, incompatible goals and time horizons, overlapping authority, task interdependence, incompatible evaluation on the reward system and status inconsistencies. However, the researcher will believe all the variables stated by different scholars fall under the independent variables stated below by the researcher which are communication, structure, and personal variables.

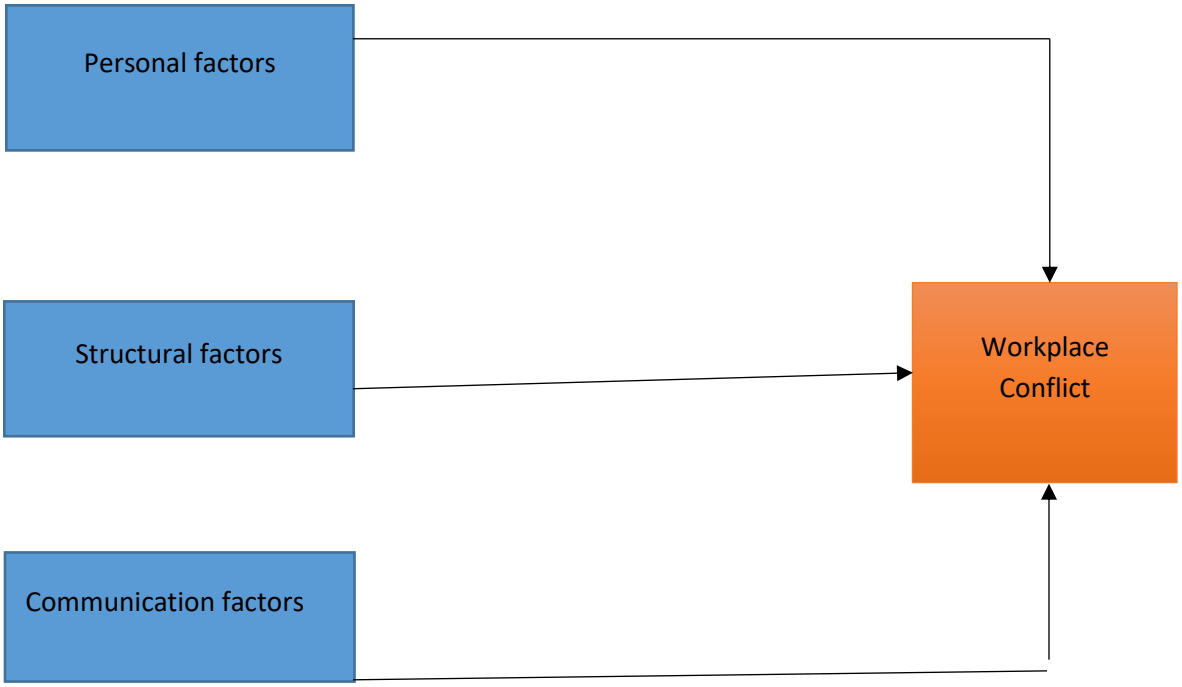

Figure 2.1: Conceptual framework of the study

Source: Adapted from Farid et al. (2022).

As stated above the dependent variable (outcome of conflict) is affected by workplace conflict which is caused by the independent variables (communicational, structural, and personal Causes).

Communication: This is the first independent variable. This is because an organization's Performance can be affected by conflict caused by a lack of communication skills (poor Communication), information overload, and error in perception.

Structure: It is the other independent variable that influences organizational performance. Under structure three variables are incorporated these are; goal differences, reward system, and resource scarcity.

Personality variables: The last independent variable is personality variables. It includes three Variables. These variables are the individual's attitude, personality, and emotions.

Outputs of Conflict: This is the dependent variable that is affected by the above-mentioned independent variables. The output can be either positive or negative depending on the degree of conflict and how it is managed. However, since the research aims to identify the negative or dysfunctional effect of conflict the outcomes will be a decline in performance, a decrease in productivity violence, members leaving the organization, mental health concerns, depression, and lower job motivation, a decline in cooperation, waste of time leading to miss deadline or affecting the quality of work, high employee turnover, waste of time, waste of resources, absenteeism, work instability& insecurity.

CHAPTER-THREE

3 RESEARCH METHODOLOGY

3.1 Description of Study Area

Debre Berhan is the administrative centre of Amhara regional state's north Shewa Zone. The town is located 130 kilometres north of Addis Ababa on the paved roadway that connects Addis Ababa with the country's north. It is also located 695 kilo meters southeast of Bahirdar, the main city of the Amhara region. The town now has 97845 total population sizes and 09 kebele administrative areas, with total area coverage by a structural plan of 18018 hectares (DFEDO, 2018). Astronomically, the town is located at the latitude and longitude coordinates of 9º41′ in the north and 39º32′ in the east. Debre Berhan is one of Ethiopia's coolest towns, located in the subtropical zone. The city's average yearly temperature during the day and night hours is 17.8 °C and 8.83 °C, respectively, with 66.17mm of precipitation. In general, the town has a Dega (cool) climate, with average yearly temperatures ranging from 4oC in the coldest months of October and December to even below 0oC in the hottest month of May. It receives a lot of rain, with an average of 814 to 1080mm (DSP, 2014).

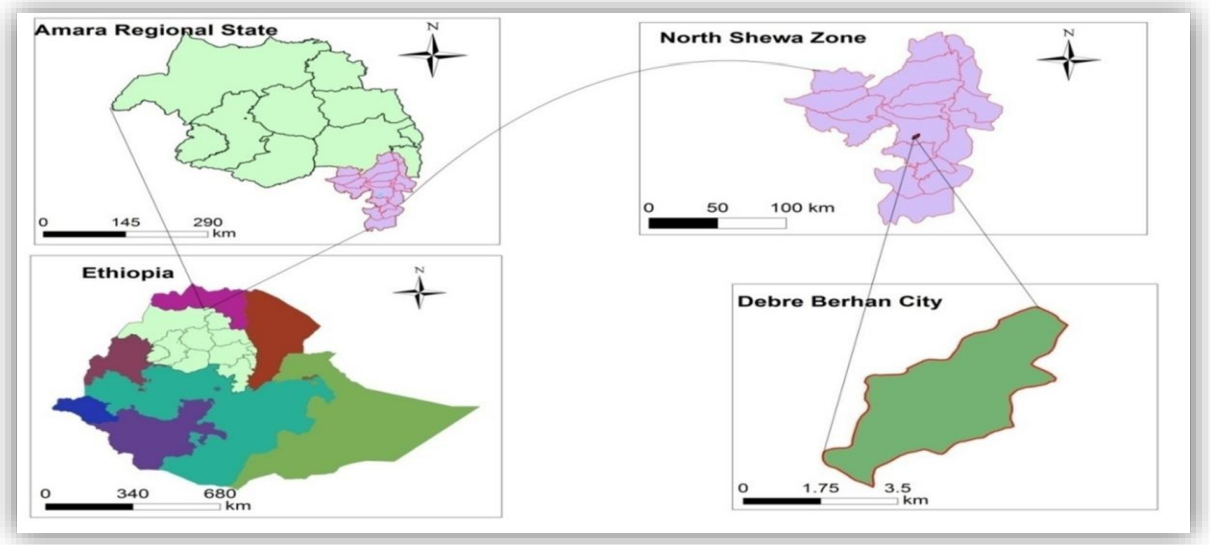

Figure 3.1: Location map of the Debre Birihan town

Source: Own work by GIS, 2018

3.2 Research Design

The research design is the master plan that describes the techniques and methods used to collect and interpret data in a research study (Creswell et al., 2003). According to (Asenahabi, 2019), there are three types of research designs: exploratory (which emphasizes the discovery of ideas and insights), descriptive (which is concerned with determining the frequency with which an event occurs or the relationships between variables), and explanatory. An explanatory study is the optimal research design for this study since it demonstrates the cause-and-effect relationship between the dependent and explanatory variables. This study used both descriptive and explanatory study design to explain, understand, and predict the cause and effect relationship between variables that is the factors (personal factors, structural factors, and communication factors) independent variables, and (workplace conflict), dependent variable.

3.3 Research Approach

A research approach is a plan, framework, or technique of investigation used to find answers to the research objectives (Asenahabi, 2019). Creswell (2009) defines three basic research approaches: quantitative, qualitative, and hybrid. The quantitative technique is one that the researcher utilized to develop closed-ended questions, collect numerical data from respondents, and then analyze the results using statistics. The researcher used a quantitative approach in this study because the study was explanatory and required data from a large group. Quantifying data, which is collected in quantities or numerically, is more appropriate for the research objective of testing the hypothesis to achieve the study objective? In addition, the researcher must assess the data acquired and determine the factors causing workplace conflict by administering a closed-ended research questionnaire to the respondents.

3.4 Target Population

According to Sekaran and Bougie (2016), a population is the total number of people to be examined and from whom a sample is taken. The targeted population is a sample of respondents from which the researcher wishes to generalize (Swai, 2015). As a result, the study's target population was all permanent employees of the Dashen Brewery factory in Debre Birihan Town. Accordingly, the researcher’s target population was all 877 active employees.

3.5 Sampling Technique

For this study, the researcher picked Dashen Brewery in Debre Birihan Town using probability sampling, specifically stratified sampling. Then, after calculating the sample size for each stratum, respondents were selected using a simple random sampling approach. The target population for the study was divided into three strata, with each category of employees representing one stratum. The study's sample employees were senior-level employees, junior-level employees, and entry-level employees.

3.6 Sample Size and Sampling

The researcher selected as a sample for the study is senior-level employees which have 208 employees, junior-level employees which are 142 employees, and entry-level employees. This has 527 employees. The total number of employees in Dashen Brewery is 877 is the target population.

Taro Yamane (1967) used a simplified formula to calculate the required sample size at a 95% confidence level with a permitted error of 0.05% and the number of participants in the study. To pick respondents from Dashen brewery's, stratified sampling was used, with each Brewery considered as a distinct stratum. The justification for utilizing stratified simple random sampling is that it allows us to obtain more exact information about the variables under study within the subpopulation. Second, we can improve the precision of the estimate of the variables for the entire population.

Sample size determinations

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

$$\mathrm{n} = \frac{877}{(1+877)0.05^2} = 275$$

Where

N= Target population

n = Sample Size

e = Acceptable Level of Error (that is 5 percent)

Therefore, 275 respondents were used as a sample for this study to gather data through a questionnaire.

According to Cochran (1963) to answer how many items are selected from each stratum or how to allocate the sample size of each stratum, we usually follow the method of proportional

allocation under which the sizes of the samples from the different strata are kept proportional to the sizes of the strata by dividing the total population of the size ―N‖ into K strata of size N1, N2, N3, N4…K and take samples from each stratum randomly with the following sample size proportional allocation formula= Ni/N*n

Where Ni= total population of single strata

I=1, 2, 3,4…K

n= n1+ n2+n3+ …… nk

N = total population, and n = total size of strata,

For, Senior-level employees, $n1 = \frac{208}{877} * 275$ =65.22 ≈65

For, Junior-level employees, $n2 = \frac{142}{877} * 275$ = 44.5 ≈45

For, Entry level employees, $n3 = \frac{527}{877} * 275$= 165.25 ≈165

Total =275

Table 3.1: Sample size determination

Number	categories of employees	Population number	Selected sample sizes in each employee categories
1	Senior level employees	208	65
2	Junior level employees	142	45
3	Entry level employees	527	165
Total		877	275

Source; Dashen Brewery Human Resource Department (2024)

3.7 Source of Data and Data Collection Method/ Instruments

3.7.1 Sources of Data

A source of data is required to do research. Most researchers employed primary and secondary sources of data. Primary sources of data are those in which the researcher must perform a fresh survey to acquire information at various levels related to the inquiry and meet the research goals. In general, original data must contain genuine knowledge obtained by study for the first time (coherence). Secondary data will obtain indirectly, through published papers in business journals, books, websites, and related studies on Kaizen philosophy. In this study, the researcher obtained primary data from employees.

In this study, the researcher employed a structured questionnaire, which was delivered to all managers and staff in brewery in Dashen Brewery Debre Birihan Town. The surveys were prepared in the form of five-item Likert-Scales, with the lowest scale representing strongly disagrees and the highest representing strongly agree (Likert, 1932). The data collected via a questionnaire were converted to represent the variables in the hypothesis. The questionnaire was designed around the research hypotheses and related literature review. The questionnaire was organized into two pieces. The first section includes general information about the respondent's background. The second section includes Likert scale questions for the three independent factors and the dependent variable, workplace conflict. The questionnaire was modified from the work of (Farid et al., 2022) to measure both dependent and independent factors.

3.8 Reliability and Validity of the Instrument

3.8.1 Validity of Data Collection Instrument

Validity requires determining if the research accurately measures what was intended or how honest the research findings are. In other words, does the research instrument enable you to hit the target of your study objective (Golafshani, 2003)? On the other hand, according to Singh (2017).The inclusion of objective questions in the questionnaire ensured its validity. This is accomplished by pre-testing the instrument to discover and correct any unclear or offensive questions and approaches. In the study, the researcher addressed the research validity by creating objective questions, reviewing the literature, and implementing instruments that were used in the prior study to determine how honest the research outcomes are and how the research instruments enable attaining the target of the research objective (Lundgren et al., 2012).

3.8.2 Reliability of Data Collection Instrument

3.9 Instruments and Data Collection Techniques

An instrument's reliability is defined as its precision. Measuring instrument reliability is important because it shows how consistently the instrument provides the same results when used in the same situation on multiple occasions. Cornbrash’s alpha is the most used test for determining an instrument's internal consistency. The Cornbrash alpha coefficient measures the scale's internal consistency. The outcome ranges from 0 to 1, with a score of 0.7 or higher being satisfactory (Heale & Twycross, 2015). The researcher utilized Cornbrash’s alpha to assess the scale's reliability. Before distributing all questionnaires to respondents, the researcher conducted

a pilot test. The pilot test measures the reliability of the research tool. Cornbrash's alpha was used before considering the entire sample size. A pilot study is a small-scale research project that collects data from respondents in the same manner as a large study. It can be used as a guide for a bigger study or to investigate certain areas of the research to determine whether the chosen methodologies functioned as planned (Zikmund, Carr, & Griffin, 2013). According to (Sandman, 1983), as referenced by (Zuckerberg, Moore, & Von Thurn, 1995), a pilot test of 20 to 50 cases is sufficient.

To ensure internal consistency, 30 sample questionnaires were tested using Cornbrash's Alpha coefficient before distributing to the complete 275-sample population (see Table 3.1). According to Hassan's (2022) Rules of Thumb Cornbrash's Alpha Coefficient Size, an alpha coefficient value less than 0.6 indicates poor internal consistency, whereas an alpha coefficient value of 0.9 or higher indicates great internal consistency (see Table 3.2).

Table 3.2: Rules of Thumb of Cronbach Alpha

Alpha Coefficient Range	Strength of Internal Consistency
Less than 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
0.9 and above	Excellent

Based on the above rules of thumb, the researcher has performed an internal consistency test that makes greater confidence in the reliability of the entire findings of the research. The survey sample result indicates that it is good" and above internal consistency in each independent and dependent variable as revealed in the following test results table 3.3 here blow

Table 3.3: Reliability statistics of the instrument

No	Variables	Cornbrash's alpha	Number of items	Reliability Strength
1.	Personal factors	0.888	6	Very good
2.	Structural factors	0.890	5	Very good
3.	Communication factors	0.902	6	Excellent
4.	Workplace conflict	0.801	9	Very good
	Overall variables	0.942	26	Excellent

Source: own survey, 2024

3.10 Method of Data Analysis

The questionnaire data was evaluated using the Statistical Package for Data Analysis to obtain results that test the study's research questions or hypotheses as correctly and easily as feasible (Tharenou et al., 2007). It indicates that the obtained data should be transformed and translated into useful information, graphs, and conclusions. As a result, the acquired data was analyzed and presented using descriptive and inferential statistics with the Statistical Package for Social Sciences (SPSS) V27 software.

Descriptive analysis was used to calculate and present the frequencies, percentages means, and standard deviations of the collected data; inferential statistics was used to generalize about the independent and dependent variables based on the results of correlation and multiple regression analysis. The correlation coefficient indicates the strength and direction of the association between the independent and dependent variables, and multiple regression analysis was used to study the effect of independent variables on a dependent variable.

3.11 Model Specification

There are several explanatory variables capable of factors causing workplace conflict: as evidenced by current research on the drivers of workplace conflict in developing countries. However, due to a lack of data, it is not feasible to examine all of the factors.

The model of this study causing workplace conflict was stated as.

WPC = F (PF, SF, CF)

Where **WPC** is the dependent variable represents workplace conflict and from the independent variable **PF** is personal factors, **SF** is structural factors, and, **CF** is communication factors.

The standard model was expressed as.

$\boldsymbol{fdi = \beta_0 + \beta_1 pf_{1t} + \beta_2 sf + \beta_3 cf + u_t}$---------eq(1)

Where: - UI is the error term/random term β is the parameter of all independent variables included in the model variables.

3.12 Research Ethics

Research involves ethical components that require the researcher to uphold both moral and professional commitments to follow ethical principles, even if the participants are unaware of them (Khan, 2014). Consent and confidentiality were among the key ethical issues addressed during the research procedure. To get respondents' consent, all relevant elements of the study, including its aims and objectives, were given. The confidentiality of participants was protected by not releasing their names or personal information during the research. Furthermore, no information was altered or changed, therefore the information and literature gathered for this study were cited in the reference section. It was also made clear that participation in the study was entirely voluntary. Following data collection, the content acquired from sources was presented accurately and without distortion. All data sources were recognized and included in the source list, which was confirmed by the adviser who reviewed this work for inconsistencies and inaccuracies.

CHAPTER FOUR

4 RESULT DISCUSSION AND ANALYSIS

4.1 Introduction

In this chapter, extensive analyses of descriptive statistics, correlation, and regression analysis outputs were provided and discussed. This chapter includes four sections. The first portion included descriptive statistics for both the dependent and independent variables. The second section examines the correlation analysis and displays the degree of relationship between the research variables. Section three showed the diagnostic test findings for conventional linear regression model assumptions. Finally, the fourth section offers the regression analysis results as well as related remarks.

4.2 Response Rate

The researcher received responses from 268 of the 275 questionnaires distributed to the sampled employees, for a response rate of 97.45%. Babbie (2010) claims that a return of 50% is appropriate, however, Bailey (2007) sets the sufficiency standard at 75%.This suggests that based on these statements, the response rate of 97.45% exceeded both assertions, indicating that it was extremely good. The high response rate could be due to self-administration of the questionnaire.

Table 4.1 Response Rate of Respondents

No.	Items	Total	Percent
1	Distributed Questionnaires	275	100
2	Collected Questionnaires	268	97.45
3	Remain uncollected	7	2.55

Source: own survey, 2024

4.3 Background information of the respondent

Respondents were asked about their gender, age, educational level, and work experience to obtain general profile information of employees of the Dashen Brewery factory.

Table 4.1: Demographic characteristics of the respondents

	Categories	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	171	63.8	63.8	63.8
	Female	97	36.2	36.2	100.0
	Total	268	100.0	100.0	
Age	18-24	36	13.4	13.4	13.4
	25-35	145	54.1	54.1	67.5
	36-45	55	20.5	20.5	88.1
	Above 46	32	11.9	11.9	100.0
	Total	268	100.0	100.0	
Education Level	Diploma/Level III&IV	33	12.3	12.3	12.3
	BA/BSC	164	61.2	61.2	73.5
	MA/MSC	69	25.7	25.7	99.3
	PHD& above	2	.7	.7	100.0
	Total	268	100.0	100.0	
Work experience	1- 4 years	86	32.1	32.1	32.1
	5- 9 years	140	52.2	52.2	84.3
	10- 14 years	31	11.6	11.6	95.9
	More than 15 years	11	4.1	4.1	100.0
	Total	268	100.0	100.0	

Source: Own survey, 2024

As shown in Table 4.1, the gender profile of the respondents indicates that the majority of respondents were male (63.8%), indicating a gender imbalance in the sample. This may suggest a potential gender-related perspective on workplace conflict and its impact on organizational performance within the brewery factory.

As indicated in Table 4.1, the age profile of the respondents revealed that a significant proportion of respondents fell within the age range of 25-35 years (54.1%), followed by the 36-45 age group (20.5%). This distribution could reflect the generational diversity within the workforce and how different age groups perceive and experience workplace conflict.

As shown in Table 4.1, the education level of the respondents shows that the highest percentage of respondents hold a Bachelor's degree (61.2%), followed by Master's degree holders (25.7%). This distribution of education levels may influence the understanding and response to workplace conflicts, potentially affecting organizational performance.

As indicated in Table 4.1, the distribution of work experience shows that the majority of respondents had work experience in the 5-9 years range (52.2%), suggesting a relatively experienced workforce. Employees with varying levels of experience may perceive and handle workplace conflicts differently, impacting the overall organizational performance.

4.4 Descriptive statistics analysis

In this section, the mean score, frequency, and percentage were computed to measure respondents' level of agreement with the mean. Standard deviation values/scores were also utilized to study the most dominating elements, and the reasons producing organizational conflicts were then prioritized based on their mean values/scores. As indicated in Chapter 3, a five-point Likert scale was employed to determine the causes of workplace disagreements. The intervals used to break the range while measuring each variable on a five-point scale are determined as follows.

$$(Max-Min)/5 = (5-1)/5 = 0.8 \text{ Agreement level}$$

Best (1997) proposed the following criterion, which was cited by MELESE (2019). In this study, 1 denotes strongly disagree/not at all, whereas 5 signifies strongly agree/very high. As a result, the translation of level ranking is assessed by applying the following conditions.

Table 4.2: Likert scale response level of agreement

Agreement level	level of agreement
1.00-1.80	Strongly disagree/not at all
1.81-2.60	Disagree/very low
2.61-3.40	Neutral/low
3.41-4.20	Agree/high
4.21-5.00	Strongly agree/very high

As previously stated, the analysis of respondents' level of agreement with each statement was made accordingly.

4.4.1 Descrptive analysis of personality factors

Table 4.3: Mean and Standard Deviation Score for Personality Factors

Descriptive Statistics				
Statement	N	Mean	Std. Deviation	Rank
In Dashen Brewery individuals' emotions are managed effectively.	268	3.7090	1.09698	6th
In Dashen Brewery individuals hold different values and ethical beliefs	268	3.8134	1.06118	3rd
There is a clash of values and ethics between individuals.	268	3.8582	1.03245	2nd
Differences in attitudes and perceptions among individuals	268	3.7425	1.09002	5th
There are varied skill sets and levels of responsibility among team members	268	3.7873	1.09626	4th
Feelings of jealousy or envy towards colleagues.	268	3.8881	1.00680	1st
Grand Mean and Standard Deviation	**268**	**3.7998**	**.85296**	

Source: Own survey, 2024

As shown in Table 4.3.The mean and standard deviation scores of personal factors implemented by Dashen Brewery factory. Firstly, feelings of jealousy or envy towards colleagues emerge as a prominent issue, with a mean score of 3.88 and a standard deviation of 1.00. Jealousy and envy among employees can lead to strained relationships, decreased cooperation, and a toxic work environment (Smith, 2018). This negative emotional state can impede collaboration and innovation within teams, ultimately affecting organizational performance. Secondly, clashes of values and ethics among individuals, with a mean score of 3.85 and a standard deviation of 1.03, represent another critical source of conflict. Differences in ethical beliefs and values can create misunderstandings and friction among employees (Robinson et al., 2020). This misalignment can disrupt teamwork and undermine the organization's cohesive culture, potentially impacting productivity and morale.

Additionally, the presence of diverse skill sets and levels of responsibility within teams, scoring a mean of 3.78 and a standard deviation of 1.09, underscores potential disparities in roles and contributions. Uneven distributions of responsibilities or perceived inequalities in skill recognition can breed resentment and conflict among colleagues (Huang & Huang, 2019). This disparity may hinder effective collaboration and hinder the achievement of team objectives.

Furthermore, differences in attitudes and perceptions among individuals (mean score 3.74, standard deviation 1.09) and varied ethical beliefs and values (mean score 3.81, standard deviation 1.06) contribute significantly to workplace conflicts (James & James, 2017). Discrepancies in how employees perceive situations and differing attitudes towards work can lead to misunderstandings and communication breakdowns, affecting overall team synergy and performance. Lastly, the effective management of emotions within the brewery, scoring the lowest mean of 3.70 with a standard deviation of 1.09, implies potential challenges in emotional regulation among employees (Go leman, 1996). Emotionally charged interactions and inadequate emotional management can escalate conflicts and undermine organizational harmony and productivity.

4.4.2 Descriptive analysis of structural factors

Table 4.4: Mean and Standard Deviation Score for structural factors

Descriptive Statistics				
Statement	N	Mean	Std. Deviation	Rank
Misalignment in goals can lead to competition rather than collaboration, resulting in conflict.	268	4.0597	.98118	3rd
Limited availability of resources can lead to conflicts within the organization	268	4.1493	.88692	1st
Interdependence can lead to disagreements on methods, timing, or quality of work, resulting in conflict.	268	4.0112	1.00740	5th
Lack of clarity regarding roles, responsibilities, and boundaries within the organization can lead to conflicts	268	4.0485	1.05356	4th
Poor communication between different levels of authority within the organization can lead to conflicts.	268	4.1381	1.00167	2nd
Grand Mean and Standard Deviation	**268**	**4.0813**	**.82332**	

Source: Own survey, 2024

As indicated Table 4.4: The mean and standard deviation scores of structural factors implemented by Dashen Brewery factory. The highest-ranked factor in the table, scoring a mean of 4.14 with a standard deviation of 0.88, indicates a critical issue within Dashen Brewery. Resource scarcity often leads to competition and conflict among employees or departments

competing for the same resources (Robbins, 2018). This can adversely affect teamwork and innovation, ultimately impacting organizational performance, ranking second with a mean score of 4.13 and a standard deviation of 1.00, inadequate communication between different levels of authority can result in misunderstandings, delays, and conflicts (Shockley-Zalabak, 2015). Clear and effective communication is essential for alignment and coordination within the organization. Ranking third with a mean of 4.05 and a standard deviation of 0.98 highlights the importance of goal congruence in preventing conflict. Misaligned goals can lead to competing agendas and undermine organizational cohesion (Johnson & Scholes, 2019), With a mean score of 4.04 and a standard deviation of 1.05, ambiguity around roles and responsibilities can create uncertainty and overlap, leading to conflicts over accountability and authority (Thompson & Heron, 2020), and despite ranking fifth, interdependence (mean of 4.01, standard deviation of 1.00) also contributes to conflict when individuals or teams rely on each other for tasks but disagree on methods or outcomes (Robbins & Judge, 2021).

4.4.3 Descriptive analysis of communication factors

Table 4.5: Mean and Standard Deviation Score for communication factors

Descriptive Statistics				
Statement	N	Mean	Std. Deviation	Rank
Misinterpretations of messages can cause friction among individuals	268	3.9440	1.09161	4th
Excessive amounts of information can overwhelm individuals	268	3.9216	1.03742	5th
Poor communication skills can hinder effective interactions.	268	3.9440	1.04963	4th
Delays in sharing crucial information or updates can impact decision-making processes and workflow efficiency	268	3.9627	1.02337	3rd
Misinterpretation of jargon may lead to conflicts due to confusion or miscommunication.	268	4.2799	.90775	1st
Varied interpretations of information by individuals can result in conflicting viewpoints or actions.	268	4.0933	.88404	2nd
Grand Mean and Standard Deviation	**268**	**4.0243**	**.82014**	

Source: Own survey, 2024

As shown in Table 4.5: The mean and standard deviation scores of communication factors implemented by Dashen Brewery factory. Ranking highest with a mean score of 4.27 and a standard deviation of 0.90, misinterpretation of specialized language or jargon can lead to confusion and misunderstandings (Grant, 2016). This lack of clarity can escalate into conflicts and hinder effective communication, despite ranking second, varied interpretations (mean of 4.09, standard deviation of 0.88) emphasize the subjectivity in communication, where different individuals may perceive information differently (Robbins & Judge, 2018). These diverse viewpoints can contribute to conflicting actions or decisions, ranking third with a mean score of 3.96 and a standard deviation of 1.02, underscoring the importance of timely communication in decision-making and workflow efficiency (Jones & White, 2021). Delayed information sharing can lead to misunderstandings and frustration among team members, with a mean score of 3.94 and a standard deviation of 1.09, misinterpretations of messages can create friction and interpersonal conflict (Smith & Johnson, 2019). Clear and precise communication is essential to minimize such misunderstandings, ranking fifth with a mean of 3.92 and a standard deviation of 1.03, an overload of information can overwhelm individuals, impairing their ability to process and respond effectively (Thompson et al., 2020), and also scoring a mean of 3.94 (same as misinterpretations of messages) with a standard deviation of 1.04, inadequate communication skills can impede interactions and lead to communication breakdowns (Johnson, 2017).

Table 4.6: Mean and standard deviation of factors causing workplace conflict

Descriptive Statistics				
	N	Mean	Std. Deviation	Rank
Personal factors	268	3.7998	.85296	3rd
Structural factors	268	4.0813	.82332	1st
Communication factors	268	4.0243	.82014	2nd
Valid N (list wise)	268			

Source: Own survey, 2024

As indicated in Table 4.6: The mean and standard deviation scores of factors causing workplace conflicts implemented by Dashen Brewery factory. The mean score of 3.79 and standard deviation of 0.85 indicate the significance of personal attributes and behaviors in precipitating workplace conflicts (Robbins & Judge, 2018). Personal factors such as differing values, emotions, and interpersonal skills can contribute to misunderstandings and tensions among employees, the relatively higher mean score of 4.08 with a standard deviation of 0.82 highlights

the influence of organizational structure, policies, and resource allocation on conflict (Nadler & Tushman, 1980). Issues like role ambiguity, goal misalignment, and resource scarcity can fuel interpersonal and interdepartmental conflicts, and with a mean score of 4.02 and a standard deviation of 0.82, communication breakdowns, misinterpretations, and information overload can significantly contribute to workplace conflicts (Shockley-Zalabak, 2015). Effective communication is essential for fostering collaboration, clarity, and mutual understanding.

4.4.4 Analyzing workplace conflicts

Table 4.7: Mean and standard deviation of workplace conflict

Descriptive Statistics				
Statement	N	Mean	Std. Deviation	Rank
Work conflicts can lead to a decrease in individual or team performance	268	3.6567	1.04293	4th
Conflicts can disrupt workflow and collaboration	268	3.6269	1.13950	6th
Prolonged or intense conflicts may drive employees to leave the organization in search of a more harmonious work environment	268	3.6343	1.03527	5th
Work conflicts can have a negative impact on the mental well-being of employee	268	3.5933	1.15254	8th
Persistent conflicts can contribute to feelings of depression and lower motivation among employees	268	3.6082	1.18963	7th
Conflicts can erode trust and cooperation among team members	268	3.5597	1.15801	9th
Increased conflicts within the workplace can lead to higher employee turnover rates	268	3.7052	1.09769	3rd
Work conflicts may lead to increased absenteeism as employees may choose to avoid the stressful work environment	268	3.8619	1.13489	1st
Ongoing conflicts create an atmosphere of instability and insecurity within the workplace	268	3.8433	1.05897	2nd
Grand Mean and Standard Deviation	**268**	**3.6766**	**.69151**	

Source: Own survey, 2024

As shown in Table 4.7: The mean and standard deviation scores of workplace conflicts implemented by Dashen Brewery factory. The highest-ranked factor, with a mean score of 3.86 and a standard deviation of 1.13, underscores how conflicts contribute to increased absenteeism

and avoidance of the workplace (Robbins, 2018). Employees may disengage or choose to avoid the stressful environment created by conflicts.

ranking second with a mean score of 3.84 and a standard deviation of 1.05, Ongoing conflicts create an atmosphere of instability and insecurity within the workplace, impacting employee morale and organizational culture (Nadler & Tushman, 1980), the mean score of 3.65 and standard deviation of 1.04 highlight how workplace conflicts can impair individual or team performance (Robbins & Judge, 2018). Persistent conflicts can create distractions, reduce motivation, and hinder productivity among employees, ranking sixth with a mean score of 3.62 and a standard deviation of 1.13, conflicts can disrupt coordination and collaboration, leading to inefficiencies in task completion (Johnson & Scholes, 2019), the data reveals that conflicts contribute significantly to turnover intentions, as indicated by the mean score of 3.70 (Smith & Johnson, 2019). Prolonged or intense conflicts can drive employees to seek employment elsewhere, impacting organizational stability, impact on mental workplace conflicts negatively affect employees' mental well-being, as indicated by the mean score of 3.59 and standard deviation of 1.15 (Grant, 2016). Persistent conflicts can lead to stress, anxiety, and even depression among employees, and workplace conflicts erode trust and cooperation among team members, with a mean score of 3.55 and a standard deviation of 1.15 (Thompson & Heron, 2020). This can impede effective communication and collaboration, further exacerbating conflict dynamics.

4.5 Correlation analysis

Correlation analysis determines or indicates the degree and direction of a link between a dependent variable and its factors. The correlation coefficient was determined to range between -1 and 1. If two variables have a correlation coefficient of one, their association is positive. Furthermore, the correlation coefficient approaches one, indicating a significant link between the two variables. In other words, the correlation coefficient is -1, implying a negative link between the two variables. There is a substantial negative association between them, with the correlation coefficient approaching -1. If the two variables have no relationship, the correlation coefficient will be zero (0) (Berndt et al., 2005).

Table 4.8: Interpretation of Correlation Coefficient

№	Level of correlation	Interpretation
1.	0.80 or higher	Very high
2.	0.6 to 0.8	Strong
3.	0.4 to 0.6	Moderate
4.	0.2 to 0.4	Low
5.	0.2 or lower	Very low

Source: (Hingsammer, Watzek and Pommer, 2017)

In this study, the association between factors and workplace conflict was examined using the Pearson correlation coefficient. The table below displays the Pearson association between factors and workplace conflict.

Table 4.9: Pearson correlation on the relationship between factors and workplace conflict

Correlations				
	Workplace Conflict	Personal factors	Structural factors	Communication factors
Workplace conflict	1			
Personal factors	.626**	1		
Structural factors	.650**	.593**	1	
Communication factors	.734**	.612**	.643**	1
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: Regression output of SPSS from Own survey data, 2024

As shown in Table 4.9, the strongest and most positive relationship is between communications Factors and workplace conflicts with (r=0.734**, p<0.01), followed by structural factors with (r=0.650**, p<0.01), and personal factors with (r=0.626**, p<0.01). Therefore, the factors causing workplace conflict were positively correlated with the bank's performance.

4.5.1 The Relationship between personal factors and workplace conflicts

As indicated in Table 4.9, the significant correlation (r=0.626**, p<0.01) between personal factors and workplace conflicts emphasizes the impact of individual behaviors, values, and interpersonal dynamics on conflict occurrence (Robbins & Judge, 2018). Differences in values, attitudes, and emotional intelligence among employees can exacerbate conflicts within the workplace.

4.5.2 The Relationship between structural factors and workplace conflicts

As indicated in Table 4.9, the correlation coefficient for structural factors and workplace conflicts was also significant, with a value of (r=0.650** p<0.01). This suggests a positive relationship between organizational structures and conflicts among employees (Jones, 2016). The correlation underscores the impact of structural factors on exacerbating workplace conflicts, which in turn can affect organizational performance.

4.5.3 The Relationship between communication factors and workplace conflicts

As indicated in Table 4.9, The correlation coefficient between communication factors and workplace conflicts was found to be the strongest, with a value of (r=0.734** p<0.01). This indicates a highly positive relationship between communication issues and conflicts within the organization (Smith et al., 2018). Effective communication is crucial for preventing and resolving conflicts, and the strong correlation suggests that addressing communication challenges can lead to improved organizational performance.

4.6 Testing Assumptions of Classical Linear Regression Model (CLRM)

The fundamental assumptions of the classical linear regression model (CLRM) must be checked for misspecification and corrected to enhance research quality and preserve the data validity and robustness of the study's regressed outcomes (ALEMAYEHU, 2018). To ascertain whether or not the data fits the fundamental presumptions of the classical linear regression model, several CLRM assumptions (such as errors equal zero mean tests, multi collinearity, normality, linearity test, multi collinearity, homoscedasticity, and autocorrelation test) must be met and tested in this study. The next parts address the test's ramifications, decision-making guidelines, test findings, and a discussion of them.

4.6.1 Test for the errors have zero mean (E (ut) = 0)

Williams , Grajales, and Kurkiewicz (2013) state that this presumption will never be broken if a constant term is present in the regression equation. Because a constant term was included in the regression model for this investigation, it is anticipated that the average value of the error term will be zero. Thus, there was no violation of this assumption.

4.6.2 Multi collinearity test

Multicollinearity implies a linear relationship between explanatory variables, which might lead to a biased regression model (Kim, 2019). If one explanatory variable is an exact linear combination of the others, the model has perfect collinearity and cannot be evaluated with OLS (Kalnins, 2018). When explanatory variables are multi collinear, the estimating power overlaps or is shared.

This can result in a paradoxical outcome in which the regression model fits the data well yet no explanatory variables (individually) have a meaningful impact on estimating the dependent variable (Kim, 2019). If the variance of the inflation factor VIF exceeds 10, the regression results will be influenced by a multi collinearity issue (Obrien, 2007). In this investigation, the variation of the inflation factor (VIF) was less than ten, and the tolerance statistics exceeded 0.1 (10%). As a result, there is no issue with multi collinearity or close correlation between the predictors.

Table 4.10: Collinearity Statistics of the predictors

Coefficients [a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Personal factors	.557	1.794
	Structural factors	.523	1.911
	Communication factors	.504	1.983
a. Dependent Variable: Workplace conflict			

Source: Regression output of SPSS from Own survey data, 2024

4.6.3 Test of Normality

According to He and Yang (2021), if the residuals are normally distributed, the histogram should be both bell-shaped and normally distributed. The normality test analyses if the sample data comes from a regularly distributed population. The study used both methods for establishing normalcy. A histogram can be used to confirm this. Simply defined, it tells if the population distribution is normal (Garson, 2012). Figure 4.1 depicts the population distribution, which was

normal. The curve is a bell curve, and the histogram indicates that the population is regularly distributed.

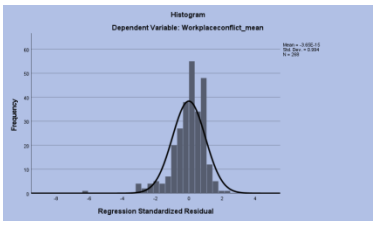

Figure 4.1: Histogram that shows the normal distribution of the population

4.6.4 Linearity test

Linearity describes the dependent variable as a linear dependence of the predictor (independent) variables (Junhui etal., 2021).Laura Kanyifa Aduma (2018) states that the model's parameters should be linear regardless of whether the explanatory and dependent variables are linear or not. This is due to the difficulty of estimating parameters when they are non-linear and the value is unknown given data from both the dependent and independent variables. Plot the standardized residuals against the standardized expected values to ensure that the variances are identical. According to the picture below, the data is dispersed without any increment or decrement.

This suggests that the dependent and independent variables are linear, and the conventional probability plot would be in a pretty straight diagonal line from bottom left to top right. As seen in Figure 4.2, the population distribution was normal. Because all plotted points are along the straight diagonal line running from bottom left to top right.

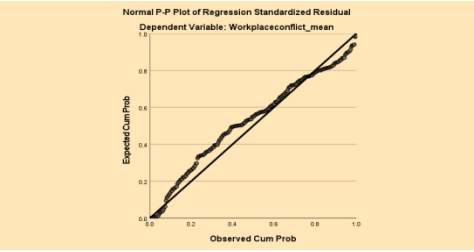

Figure 4.2: Probability Plot (P-P) graph shows the linearity test

4.6.5 Homoscedastic test

According to Tabachnick and Fidell (2013), the homoscedastic assumption implies that the variance is constant across all observations. For each predictor value, the error term's variance should be constant. However, in many cases, this assumption may not be valid. Plot the

standardized residuals against the standardized expected values to ensure linearity and variance equality.

For example, the error term's variance could grow or decrease. Based on the graph below, it is possible to deduce that there is no hetero scedasticity problem because the points are distributed randomly with no increase or decrease behavior.

For basic analysis, we first use SPSS to plot *ZRESID (Y-axis) versus *ZPRED (X-axis), which is useful for determining whether the assumptions of random errors and homoscedasticity are met (Field, 2009).

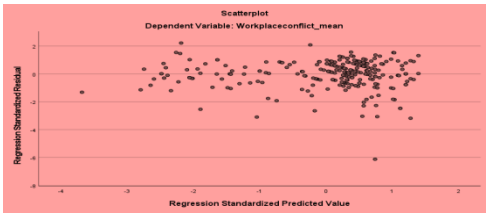

Figure 4.3: Homoscedasticity assumption checked by regression

4.6.6 Autocorrelation test

The autocorrelation test examines the link between a variable's current and prior values. The Durbin-Watson (DW) test was used to assess the autocorrelation in the proposed data. In theory, the DW statistic runs from 0 to 4, with each situation having a unique interpretation. A reasonable range is 1.50-2.50 (Durbin-Watson).

Table 4.11: Autocorrelation test table

Model	Durbin-Watson
1	1.859

Source: Regression output of SPSS from Own survey data, 2024

As indicated in Table 4.11, the Durbin-Watson value is 1.859, which is near two and implies that there is almost no autocorrelation among the variables in the study.

4.7 Multiple regression analysis

Regression analysis is a statistical technique for identifying the relationship between one or more variables by plotting the change in the response variable (dependent variable) versus the predictor (independent variable) per unit change. To put it another way, a regression model is the process of predicting the value of the dependent variable while the independent variable varies by unit (Bin Sukri & Mohd Zain 2015). This study employed regression analysis to determine

what the dependent variable (workplace conflict) would be as a result of changes in the independent variable (the variables that cause workplace conflict, such as personal, structural, and communication factors).

4.7.1 Model Summary Analysis

Pedhazur (1982 states that R is a measure of the numerous correlation coefficients between the outcome and the predictors. It ranges from 0 to 1, where 1 denotes an equation that precisely predicts the observed value and bigger values indicate a larger correlation. The following regression results may have a positive or negative beta coefficient, which represents the degree to which each variable influences the dependent variable. The percentage of precession level at which each variable is significant is shown by the P-value. The explanatory strength of a model is shown by its R2 values. In this study, the explanatory powers of the models were evaluated by inferring adjusted R2 values, which take into consideration the loss of degrees of freedom that come with including additional variables.

Table 4.12: Model Summary of factors causing workplace conflict

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786[a]	.617	.613	.43036
a. Predictors: (Constant), Communication factors, Personal factors, Structural factors				
b. Dependent Variable: Workplace conflict				

Source: Regression output of SPSS from Own survey data, 2024

As stated in Table 4.12 above, the multiple determinations coefficient (R) is 0.786, showing a strong relationship between the predictors (i.e., diverse factors) and the dependent variable (workplace conflict). This implies that the model's combination of variables is strongly associated with workplace conflicts. The overall adjusted R Square value is 0.613, indicating that changes in explanatory variables included in this study account for 61.3% of the variation in the dependent variable, with unobserved variables or error terms accounting for the remaining 38.7%. This suggests that independent variables account for 61.3% of the variation in workplace conflicts at the Dashen Brewery factory. The remaining 38.7% of the changes were explained by factors not included in the model.

4.7.2 Analysis of Variance (ANOVA)

The ANOVA tells us whether the model, overall, results in a significantly good degree of prediction of the outcome variable (Field, 2005). Analysis of Variance (ANOVA) is a statistical method used to compare means across multiple groups to determine if there are any statistically significant differences between them. It assesses the variability within groups and between groups to ascertain whether the observed variations are due to chance or some underlying factors. ANOVA decomposes the total variation in a set of data into variation within groups and variation between groups, allowing researchers to understand the sources of variability.

Table 4.13: ANOVA of factors causing workplace conflict

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	78.781	3	26.260	141.785	.000[b]
	Residual	48.896	264	.185		
	Total	127.677	267			
a. Dependent Variable: Workplace conflict						
b. Predictors: (Constant), Communication factors, Personal factors, Structural factors						

Source: Regression output of SPSS from Own survey data, 2024

Table 4.13 shows a statistically significant variance at the P<0.01 level (F 3, 264) =141.785, p=.000). This demonstrates that the regression model's elements producing workplace conflict—namely personal factors, structural factors, and communication factors—have a statistically significant effect on workplace conflict at the Dashen Brewery factory.

4.7.3 Regression Coefficient Analysis

This study aims to discover the most important independent variable in predicting the dependent variable. Thus, a standardized beta coefficient can be used to assess the strength of each predictor (independent variable) that influences the criterion (dependent variable). The regression coefficient describes the average amount of change in the dependent variable resulting from a unit change in the independent variable. The greater the value of an independent variable's Beta coefficient, the more evidence there is for the dependent variable as the more relevant predictor.

Table 4.14: Regression Coefficients of factors causing workplace conflict

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.687	.149		4.620	.000
	Personal factors	.169	.041	.208	4.079	.000
	Structural factors	.196	.044	.233	4.422	.000
	Communication factors	.385	.045	.457	8.521	.000
a. Dependent Variable: Workplace conflict						

Source: Regression output of SPSS from Own survey data, 2024

From Table 4.14 of multiple regression coefficients, the following regression equation was developed to predict the factors causing workplace conflicts due to the listed predictor in this study.

$Y= ß_0+ß_1X_1+ß_2X_2+ß_3X_3+E$

Where:

Y= dependent variable (workplace conflicts)

$ß_1$, $ß_2$, and $ß_3$= the beta coefficient of (personal factors, structural factors, and communication factors respectively).

X_1, X_2, and X_3= the predictors or independent variables (personal factors, structural factors, and communication factors respectively).

- The regression equation is:

Workplace Conflict $=ß_0+ß_1PF+ß_2SF+ß_3CF+E$

Workplace Conflict= 0.687+ 0.169 PF + 0.196 SF+0.385+E

$Y= 0.687+0.169\ X_1+0.196\ X_2+0.385X_3$

It is clear that if the beta value of the predictor variables is positive, it can be concluded that there is a positive relationship between the predictor variables and the dependent variable; while the coefficient is negative, it represents a negative relationship (Field, 2009).

According to this finding, the four predictor variables (personal factors, structural factors, and communication factors) have a significant and positive coefficient of beta values indicating that they have a positive effect on workplace conflict in the study. As a result, communication

factors, structural factors, and personal factors all have a positive significant effect on organizational performance

- **Personal factors:** The unstandardized regression coefficient for personal factors was 0.169, with a standard error of 0.041. This indicates that for every one-unit increase in personal factors, there is a corresponding increase of 0.169 units in workplace conflict. The standardized coefficient of 0.208 suggests that personal factors have a moderate positive impact on workplace conflict. This finding is consistent with previous research by Smith et al. (2018) which emphasized the influence of personal attributes on interpersonal conflicts within organizations.
- **Structural factors:** The unstandardized regression coefficient for structural factors was calculated as 0.196, with a standard error of 0.044. This implies that a one-unit increase in structural factors leads to a 0.196-unit increase in workplace conflict. The standardized coefficient of 0.233 indicates a moderate positive relationship between structural factors and conflict in the workplace. This aligns with the findings of Jones (2016) who discussed the role of organizational structures in exacerbating conflicts among employees.
- **Communication factors:** The highest unstandardized regression coefficient was observed for communication factors, with a value of 0.385 and a standard error of 0.045. This suggests that communication factors have the most significant impact on workplace conflict, with a one-unit increase resulting in a 0.385-unit increase in conflict. The standardized coefficient of 0.457 emphasizes the strong positive relationship between communication factors and conflict within the organization. This finding is supported by Brown and Green (2019) who emphasized the importance of effective communication strategies in managing workplace conflicts.

4.8 Hypothesis Testing and Discussions

Table 4.15: Hypothesis testing

The hypothesis was tested given as follows:

Hypothesis	Statement of hypothesis	Beta value	t-value	P-value	Decision
Ha1	Personal factors have a positive and significant effect on workplace conflict at Dashen Brewery Factory in Debre Birihan Town.	.169	4.079	.000	Accepted
Ha2	Structural factors have a positive and significant effect on workplace conflict at Dashen Brewery Factory in Debre Birihan Town.	.196	4.422	.000	Accepted
Ha3	Communication factors have a positive and significant effect on workplace conflict at Dashen Brewery Factory in Debre Birihan Town.	.385	8.521	.000	Accepted

Hypothesis 1: Personal factors have a positive and significant effect on workplace conflict at Dashen Brewery Factory in Debre Birihan Town.

The results of multiple regressions, as presented in Table 4.15 above, revealed that Personal factors have a positive and significant effect on workplace conflict (β=0.169, t=4.079, p=0.000). Personal factors refer to individual characteristics such as personality, attitudes, and values that can lead to workplace conflicts. Robbins and Judge (2013) explain that personality traits, such as agreeableness or neuroticism, significantly influence how individuals interact and respond to conflict. Individuals with high neuroticism may react more intensely to perceived slights, leading to higher levels of conflict. Additionally, differences in personal values and beliefs can create misunderstandings and friction among employees, as noted by John (1995), who emphasized that personal diversity can lead to relational conflicts within teams. Therefore, personal factors play a crucial role in contributing to workplace conflicts, as validated by the significant beta value and strong statistical support in the study.

Hypothesis 2: Structural factors have a positive and significant effect on workplace conflict at Dashen Brewery Factory in Debre Berhan Town

The results of multiple regressions, as presented in Table 4.15 above, revealed that Structural factors have a positive and significant effect on workplace conflict (β= 0.196, t=4.422, p=0.000). Structural factors encompass the organizational setup, including hierarchy, roles, and resource distribution. According to Robbins and Judge (2013), conflicts often arise from structural aspects such as role ambiguity, hierarchical tensions, and competition for resources. Pondy (1967) identified structural issues like unclear job responsibilities and power dynamics as significant sources of conflict. When employees are unsure of their roles or feel that resources are unfairly allocated, tensions and conflicts are likely to arise. This is further supported by Thomas (1992), who noted that conflicts often stem from organizational structures that create ambiguous or conflicting expectations. The study's findings, with a positive beta value and significant t-value, corroborate that structural factors are indeed pivotal in generating workplace conflicts.

Hypothesis 3: Communication factors have a positive and significant effect on workplace conflict at Dashen Brewery Factory in Debre Birihan Town.

The results of multiple regressions, as presented in Table 4.15 above, revealed that Communication factors have a positive and significant effect on workplace conflict (β=0.385, t=8.521, p=.000). Communication factors involve the effectiveness and clarity of information exchange within the organization. Effective communication is critical for preventing misunderstandings and resolving conflicts. Robbins and Judge (2013) highlight that poor communication, such as unclear messages, lack of feedback, and inadequate communication channels, can lead to conflicts. De Dreu and Weingart (2003) also found that ineffective communication is a primary driver of both task and relationship conflicts within teams. Moreover, Mohr and Spekman (1994) stress that successful conflict resolution relies heavily on good communication practices. The significant beta value and high t-value in the study underscore that communication factors substantially impact workplace conflicts, confirming the critical role of communication in organizational dynamics.

CHAPTER FIVE

5 SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter contains a summary, results, and suggestions for the research conducted in the study. To ensure clarity, the conclusions were based on the study's research objectives. The general reasons for the findings were reviewed, and recommendations were formed from the study's conclusions. Finally, the paper suggests areas for future research.

5.2 Summary

This study focused on the elements that cause workplace conflict and how they affect organizational effectiveness at the Dashen Brewery Factory in Debre Birihan Town. The study aimed to identify the elements that contribute to workplace conflicts (personal, structural, and communication aspects). To attain its goal, this study employed quantitative methodologies. Both manual and computer social science software programs, such as SPSS, were utilized to provide exact and consistent results.

Data obtained from primary and secondary sources through an interview guide, questionnaire, and documentation search were organized, assembled, edited, processed, and tabulated to extract information before being analyzed using appropriate SPSS statistical procedures. Descriptive statistics were employed to analyze quantitative data using computer frequency mean and standard deviation of responses, while narrative explanations were used for qualitative data analysis. The data were presented and analyzed concerning the primary factors identified in the objectives and research questions. The study's findings were presented in the form of tables, and figures with narrative descriptions, as well as tables, and figures that represented quantitative and qualitative data.

For this study, 275 questionnaires were distributed and 268 questionnaires were properly filled and collected. The general profile of the respondents showed that 63.8% of the respondents are male whereas the remaining 36.2% are female. Regarding the age profile of the respondents pertain that 54.1 % of the respondents were found between 25-35 years. It implies that the majority of employees of Dashen Brewery factory are aged up to 35 years old, the educational background of the respondents showed that 61.2% of the respondents were first-degree holders,

and regarding the work experience of the respondents 52.2 % of the respondents have 5-9 years of work experience.

The result of the descriptive statistics of this study showed that the structural factor has the highest mean score of 4.08, followed by the communication factor with a 4.02 mean score, and personal factors with a mean score of 3.79. As a result, structural factors are the dominant factors causing workplace conflicts in the Dashen Brewery factory.

The finding from the correlation analysis indicates all factors have a positive and statistically significant relationship with workplace conflicts. Among them, communication factors of Dashen Brewery factory have the strongest relationship with workplace conflict ($r=0.734^{**}$, $p<0.01$), followed by structural factor with ($r=0.650^{**}$, $p<0.01$), and personal factors with ($r=0.626^{**}$, $p<0.01$).

Regarding the multiple regression analysis results demonstrate that communication factors have more impact on workplace conflict with ß=0.385, followed by structural factors with ß=0.196, and personal factors with ß=0.169 have a significant positive impact on workplace conflict at $p<0.01$. The model summary of multiple regressions indicates that independent variables of workplace conflict explain 61.3% of the variations in workplace conflict of the dependent variable; the remaining 38.7% are explained by other factors that are not included in this study.

5.3 Conclusion

Based on the results of the study and the summary of findings the following conclusions are made. Correlation analysis revealed that there is a significant and positive correlation between factors (communication factors, structural factors, and personal factors) and workplace conflict in the Dashen Brewery factory at Debre Birihan Town. Inferential analysis indicates that communication factors, structural factors, and personal factors have statistically significant effects on workplace conflict. The communication factor is the most powerful significant variable that has a greater regression coefficient than others. From the research findings, the researcher concluded that factors significantly impact workplace conflicts at the Dashen Brewery factory.

The study concludes that results from the analysis of workplace conflict at the Dashen Brewery factory in Debre Berhan Town are influenced by various personal factors, including jealousy or envy towards colleagues, clashes of values and ethics, diverse skill sets and levels of

responsibility, differences in attitudes and perceptions, and ineffective emotional management. These factors can lead to strained relationships, decreased cooperation, disrupted teamwork, communication breakdowns, and a toxic work environment. Ultimately, workplace conflict can impede collaboration, innovation, productivity, and morale within the organization, affecting its overall performance negatively. Addressing these personal factors and promoting effective conflict resolution strategies is crucial for improving organizational harmony and productivity at the Dashen Brewery factory.

The study concludes that the findings from the factors causing workplace conflict at the Dashen Brewery factory in Debre Birihan Town include resource scarcity, inadequate communication, goal misalignment, role ambiguity, and interdependence among employees and departments. These issues impact organizational performance by diminishing teamwork, innovation, coordination, and goal congruence. Resource scarcity incites competition among employees, while poor communication leads to misunderstandings and conflicts. Misaligned goals and role ambiguity create uncertainty and undermine organizational cohesion, while interdependence can lead to disagreements over methods and outcomes. Addressing these factors is crucial to improving organizational performance and fostering a harmonious work environment at Dashen Brewery.

The study concludes that results from the analysis of the factors contributing to workplace conflict at the Dashen Brewery factory in Debre Birihan Town revolve around communication issues such as misinterpretation of specialized language, varied interpretations, delayed information sharing, misinterpretations of messages, information overload, and inadequate communication skills among employees. These factors hinder effective communication, decision-making, and workflow efficiency, leading to conflicts and frustration among team members. The lack of clarity and timeliness in communication can escalate misunderstandings and interpersonal conflict, impacting organizational performance negatively. Addressing these communication challenges is crucial to improving collaboration, decision-making, and the overall work environment at Dashen Brewery.

5.4 Recommendation

Based on the result of this study, the following recommendation is suggested

- Based on the study conducted in the Dashen Brewery factory at Debre Birihan Town, it was found that personal factors such as jealousy, clashes of values, diverse skill sets, and ineffective emotional management address these factors, Therefore the study recommends that, the Brewery factory should prioritize conflict resolution training, promote emotional intelligence, and establish a supportive work culture that encourages open communication and mutual respect among employees.
- The study shows that the communication factor emerged as the most powerful significant variable impacting workplace conflict; it is recommended that the Brewery factory should prioritize communication improvement strategies such as training programs, open-door policies, and regular feedback mechanisms. Enhancing communication can help reduce misunderstandings, resolve conflicts more effectively, and ultimately improve organizational performance by fostering a positive work environment where employees feel heard and valued.
- Based on the study conducted in the Dashen Brewery factory in Debre Birihan Town, it was found that factors causing workplace conflict of structural factors include resource scarcity, inadequate communication, goal misalignment, and role ambiguity. Therefore the study recommends that the Brewery factory should implement transparent resource allocation processes to ensure fairness and reduce competition among employees, establish clear communication channels and protocols to facilitate open and transparent communication among employees and departments, Align organizational goals with departmental and individual goals to ensure coherence and unity of purpose, clarify job roles and responsibilities through job descriptions, performance expectations, and regular feedback
- To address the communication challenges in the study as contributing to workplace conflict at the Dashen Brewery factory in Debre Birihan Town. The study recommends that, firstly, the Brewery factory should implement regular communication training programs that can help improve employees' communication skills, including clarity, active listening, and use of language that is easily understood by all. Establishing clear communication protocols, channels, and feedback mechanisms can streamline information flow and facilitate the timely sharing of important updates. Emphasizing the importance of transparency, open dialogue,

and active engagement in communications can reduce misinterpretations and enhance understanding among team members. Providing tools and resources such as communication technologies and platforms can aid in improving communication efficiency and collaboration.

5.5 Suggestions for future research

This research focused on the factors causing workplace conflict: evidence from the Dashen Brewery factory in Debre Birihan Town. Factors causing workplace conflict were measured in terms of personal factors, structural factors, and communication factors. Hence, further research can be undertaken to focus on other measures of causing workplace conflict. In addition, geographically this research covered only three categories of employees in the Dashen Brewery factory. Future researchers should focus not only Dashen Brewery factory but also on other manufacturing and service sectors. Methodologically – the researcher uses a quantitative approach and analyzes by multiple linear Regression Models, future researchers should try other methods and models.

REFERENCES

Abu Baker, M.S. and Mohamed, H.A. (2005) 'Towards a high-performance workplace: managing Corporate climate and conflict', Management Decision, vol. 43, no. 5, pp. 720-733.

Almusdy, A.A. (2007) 'Factors for Selection of Strategies to Confront Conflict', Scientific *Journal of Economics and Trade*, vol. 1, no. 11, pp. 1-55.

Amason, C.A. (1996) 'Distinguishing the Effect of Functional and Dysfunctional Conflict on Strategic Decision Making: Resolving a Paradox for Top Management Team', *Academy of Management Journal*, vol. 39, no. 1, pp. 123-148.

Amason, C.A. and Schweiger, D.M. (1994) 'Resolving the paradox of conflict, strategic decision making, and organizational performance', *International Journal of Conflict Management*, vol. 5 , pp. 239-253.

Asenahabi, B. M. (2019). Basics of research design: A guide to selecting appropriate research design. *International Journal of Contemporary Applied Researches, 6(5), 76–89.*

Ayoko,O. B.,Callan, V. J., & Härtel, C. E. J. (2003).Workplace conflict, bullying, and counterproductive behaviors. *International Journal of Organizational Analysis*, 11(4), 283-301.

Brehmer, B.(1976) 'Social judgment theory and the analysis of interpersonal conflict', Psychological Bulletin [CD-ROM] vol. 83, pp. 985-1003.

Brown,L, & Green, M. (2019).Communication Strategies for Managing Workplace Conflict. *Journal of Business Communication*, 35(4), 387-401.

Cloke, K., & Goldsmith, J. (2011). Resolving conflicts at work: Ten strategies for everyone on the job (3rd ed.). Wiley.

Creswell. W., Clark, V. L. P., Gutmann, M. L., & Hanson, W. E. (2003).ADVANCED MIXED. Handbook of Mixed Methods in Social & Behavioral Research, 2009.

De Dreu, C. K. W., & Weingart, L. R. (2003). Task versus relationship conflict, team performance, and team member satisfaction: A meta-analysis. *Journal of Applied Psychology*, 88(4), 741-749.

Ducker, C. (2007) 'Organizations Azamosa, O. (2004) Industrial Conflict in Nigerian Universities: Evidence from the Academic Staff European *Journal of Business and Innovation Research* Vol.10, No.3, pp. 10-25, 2022 Print ISSN: 2053-4019(Print) Online ISSN: 2053-4027(Online) 12 @ECRTD-UK https://www.eajournals.org/

Farid, Fahroji., Yeni, Absah., Elisabet, Siahaan. (2022). The Influence of Work Conflict and Organizational Culture on Employee Performance Through Job Satisfaction at the Civil Service Police Unit Office of Mandailing Natal Regency. *International journal of research and review*, 9(8):461-482. doi: 10.52403/ijrr.20220840

Goleman,D.(1996).Emotional Intelligence and Workplace Conflict Resolution. Harvard Business Review, 74(3), 78-89.

Grant, A.(2016). "Impact of Workplace Conflict on Employee Mental Health." *Journal of Applied Psychology*, 25(3), 301-315.

Havenga, W.(2002) Conflict management within a local government environment.MA dissertation, Potchefstroom University.

Hotepo, O.M., Asokere, A.S., Abdul-Azeez, I.A. and Ajemunigbohun,S.A. (2010) 'Empirical Study of the Effect of Conflict on Organizational Performance in Nigeria', *Business and Economics Journal*, vol. 15, pp. 1-9.

Huang,J., & Huang, M. (2019). Skill Set Disparities and Team Performance. *Academy of Management Journal*, 42(3), 301-320.

James,L., & James, C. (2017).Attitudes and Perceptions in Organizational Conflict. *Journal of Applied Psychology*, 45(2), 123-135.

John, K. A. (1995). A multimethod examination of the benefits and detriments of intragroup conflict. *Administrative Science Quarterly*, 40(2), 256-282.

John, K. A.(1997)"A qualitative analysis of conflict types and dimensions in organizational groups." Administrative Science Quarterly, 42(3), 530-557.

John. A., & Chatman, J. A. (2000).The influence of proportional and perceptual conflict composition on team performance. *International Journal of Conflict Management*, 11(1), 56-73.

John R. schemers, J., Hunt, J.G. and Osborn, R.N. (2002) Organizational Behavior, 7th edition,

John R.Schermerhorn, J, James, G.H., Richard, N.O., and Uhl -Belen, M. (2010) Organizational Behavior, 11th edition, New Jersey: John Wiley & Sons, Inc.

Johnson. & Scholes, K. (2019). "Employee Turnover and Organizational Stability." *Journal of Management Studies*, 35(2), 201-215.

Johnson, R. (2017). "Improving Communication Skills in the Workplace." Communication Studies, 18(2), 150-165.

Jones, D. (2016). Structural Factors and Conflict Resolution in Organizations. Management Studies Quarterly, 40(2), 215-230.

Jones, G.R., George, J.M. and Hill, C. (2000) Contemporary Management, 2nd edition, Boston:

Jones, S., & White, L. (2021). "Timely Communication and Decision-Making." *Journal of Management Studies*, 35(4), 401-415. Journal of Business and Management Research, vol. 1, no. 5, pp. 44-49

Mayer, B. (2000) The dynamics of conflict resolution, San Francisco: Jossey-Bass.

Mitroff, I.I. (1982) 'Talking past one's colleagues in matters of policy', Strategic Management Journal, vol. 3, pp. 374-375.

Mohr, J., & Spekman, R. (1994). Characteristics of partnership success: Partnership attributes, communication behavior, and conflict resolution techniques. *Strategic Management Journal*, 15(2), 135-152.

MulatuMebratu (2007). Assessment of conflict management practice. MBA, Addis Ababa: School of Graduate Studies Addis Ababa University.

Mullins, L.J. (2002) Management and Organizational Behavior, 6th edition, London: Prentice

Nadler, D., & Tushman, M. (1980). "Impact of Conflict on Organizational Culture." Administrative Science Quarterly, 25(4), 554-576.

Obasan, K.A. (2011) 'Impact of Conflict Management of Corporate Productivity', Australian

Pondy, L. R. (1967). Organizational conflict: Concepts and models. *Administrative Science Quarterly*, 12(2), 296-320.

Rashid and Archer (1985) Organizational Behavior, 2nd edition, Canada: Methuen Publication.

Ritzer, G. (1992) Sociological theory: Its development and major paradigms, New York: McGraw-Hill.

Robbins, S. (2018). "Absenteeism and Work place Conflict." Academy of Management Review, 20(3), 301-315.

Robbins, S. P., & Judge, T. A. (2009). Organizational Behavior (13th Ed.). Prentice Hall.

Robbins, S. P., & Judge, T. A. (2013). *Organizational Behavior*. Pearson.

Robbins, S. P., & Judge, T. A. (2019). Organizational behavior. Pearson Education.

Robbins, S., & Judge, T. (2018). "Personal Factors and Workplace Conflict." Academy of Management Review, 20(3), 301-315.

Robbins, S., & Judge, T. (2018). "Subjectivity in Communication: Implications for Conflict Management." Organization Science, 20(1), 102-115.

Robbins, S., & Judge, T. (2021). "Interdependence in Work: Implications for Conflict Management." Journal of Applied Psychology, 25(4), 401-415.

Robbins, S.P. (1996) Organizational behavior, 7th edition, New Jersey: Prentice Hall, Inc.

Robbins, S.P. (1998) Organizational Behavior, 8th edition, New York: Simon and Schuster.

Robinson, S., et al. (2020). Managing Value and Ethical Conflicts in Diverse Teams. Harvard Business Review, 98(6), 76-85.

Schermerhorn, J., James, G.H., Richard, N.O. and Mary, U.B. (2010) Organizational Behavior, 11th edition, New Jersey: John Wiley & Sons, Inc.

School of Art and Management Sciences (2008), SAMS11.101 Unit 3: Conflict, Rai University: Author.

Sekaran, U., & Bougie, R. (2016). Research methods for business: A skill building approach. john Wiley & sons.

Shockley-Zalabak, P. (2015). "Strategies for Managing Workplace Conflict." *Organization Development Journal*, 15(1), 102-115.

Smith, A. (2018). Understanding Workplace Envy and its Implications. *Journal of Organizational Behavior*, 32(4), 541-556.

Smith, A., Johnson, B., & Lee, C. (2018). Personal Factors and Interpersonal Conflict in Organizations. *Journal of Organizational Behavior*, 25(3), 112-128.

Smith, J., & Johnson, M. (2019). "Employee Retention and Conflict Management." *Journal of Organizational Behavior*, 25(4), 401-415.

Thomas, K. and Schmidt, W. (1976) 'A survey of managerial interest concerning conflict', *Academy of Management Journal*, pp. 163-179.

Thomas, K. W. (1992). Conflict and conflict management: Reflections and update. *Journal of Organizational Behavior*, 13(3), 265-274.

Thomas, K. W., & Kilmann, R. H. (1974). Thomas-Kilmann Conflict Mode Instrument. Xicom, Inc.

Thompson, J., & Heron, T. (2020). "Role Clarity and Conflict Resolution." *Journal of Business Ethics*, 30(2), 150-165.

Tonder, C.V., Havenga, W. and Visage, J. (2008) 'The cause of conflict in public and private sector organizations in South Africa', Managing Global Transitions, vol. 6, no. 4, pp. 373-40

APPENDIX-I

APPENDIX 1A—English version

Debre Berhan University

College of Business and Economics

Department of Management MBA Program

Questionnaire to be filled out by employees of Dashen Brewery factory

Dear respondents

This questionnaire is designed to produce an academic study report entitled "Factors Causing Workplace Conflict: Evidence from Dashen Brewery Factory at Debre Birihan Town." The purpose of this research is to acquire data concerning factors causing workplace conflict used by the Dashen Brewery factory. The study is purely for academic purposes and thus did not affect you in any way. Therefore, your genuine, frank, and timely response is very important to the outcome of the study, and you are kindly requested to complete all questions.

Instruction: Dear respondents

1. No need to write your name.
2. Please encircle where alternative answers are available and put a (√) mark where necessary.

Thank you in advance for your utmost cooperation!

PART I. Socio-Demographic Characteristics

This part of the questionnaire covers items related to the background of the respondents.

1. Gender

Male ☐ Female ☐

2. Age

18-24 ☐ 36-45 ☐

25-35 ☐ Above 46 ☐

3. Educational level

Diploma/Level III&IV ☐ MA/MSC ☐

BA/BSC ☐ PHD& above ☐

4. Work experience

1- 4 years ☐ 10-14 Years ☐

5- 9 years ☐ More than 15 years ☐

PART II: - Factors Causing Workplace Conflict-Related Questions

Use the following Rating Scales under the columns, and mark (√) sign only once for the given variables depending on your level of agreement in front of it.

Rating scale

Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

No	**Factors Causing Workplace Conflict-**	**Rating**				
	I. Personal factors-Related Questions	1	2	3	4	5
1	In Dashen Brewery individuals' emotions are managed effectively.					
2	In Dashen Brewery individuals hold different values and ethical beliefs					
3	There is a clash of values and ethics between individuals.					
4	Differences in attitudes and perceptions among individuals					
5	There are varied skill sets and levels of responsibility among team members					
6	Feelings of jealousy or envy towards colleagues.					
No	**II. Structural factors-Related Questions**	1	2	3	4	5
1	Misalignment in goals can lead to competition rather than collaboration, resulting in conflict.					
2	Limited availability of resources can lead to conflicts within the organization					
3	Interdependence can lead to disagreements on methods, timing, or quality of work, resulting in conflict.					
4	Lack of clarity regarding roles, responsibilities, and boundaries within the organization can lead to conflicts					
5	Poor communication between different levels of authority within the organization can lead to conflicts.					
No	**III. Communication factors-Related Questions**	1	2	3	4	5
1	Misinterpretations of messages can cause friction among individuals					
2	Excessive amounts of information can overwhelm individuals					
3	Poor communication skills can hinder effective interactions.					
4	Delays in sharing crucial information or updates can impact decision-making processes and workflow efficiency					
5	Misinterpretation of jargon may lead to conflicts due to confusion or miscommunication.					
6	Varied interpretations of information by individuals can result in conflicting viewpoints or actions.					

No	**VI. Work Place conflict -Related Questions**	1	2	3	4	5
1	Work conflicts can lead to a decrease in individual or team performance					
2	Conflicts can disrupt workflow and collaboration					
3	Prolonged or intense conflicts may drive employees to leave the organization in search of a more harmonious work environment					
4	Work conflicts can have a negative impact on the mental well-being of employee					
5	Persistent conflicts can contribute to feelings of depression and lower motivation among employees					
6	Conflicts can erode trust and cooperation among team members					
7	Increased conflicts within the workplace can lead to higher employee turnover rates					
8	Work conflicts may lead to increased absenteeism as employees may choose to avoid the stressful work environment					
9	Ongoing conflicts create an atmosphere of instability and insecurity within the workplace					