THE ROLE OF EFFECTIVE COMMUNICATION IN RESOLVING CONFLICT (A CASE STUDY ON BURAYU MUNICIPALITY)

A RESEARCH PAPER SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR BACHELOR OF ARTS DEGREE IN BUSINESS ADMINISTRATION AND INFORMATION SYSTEM

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Declaration

I the undersigned declare that this research paper is original work and has not presented for degree in any university and that all sources of materials used for thesis have been duly acknowledge.

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Confirmed by advisor……

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Place and date of submission

ABSTRACT

Effective communication is a crucial element in our lives and it is the basis for the organizational objective achievement. Moreover, as it is known quality of communication has a direct impact on the quality of relationship. This is why effective communication is crucial. The general objective of this study is to assess the role of effective communication in conflict resolution process in Burayu municipality.

Both primary and secondary data were obtained and used from top manager and the non- managerial employees of municipality by interview and questionnaire methods of data collection. The secondary data was collected by reviewing records, journals and brochures of the municipality.

The study has used stratified sampling technique that is a good way to give equal chance for all departmental employees who had different responses. To analyze the findings of the study and the collected data qualitative analysis method was used.

Based on the findings of the study, work over load, communication gap to resolve conflict, less attention given by management for discussion, less response of management for employees' grievances, less contribution of communication on conflict resolution process, and difference in attitude towards communication were the major problems that affect communication not to achieve its goal (conflict resolution).

Finally, the student researcher recommended that management should understand the source of conflict, stimulate functional conflict, and prevent dysfunctional conflict, giving attention for discussion by management, sufficient response of management for employees' grievance, using effective communication

to resolve conflict and encouraging employees' positive attitude of communication to resolve conflict can be solutions to resolve the above-mentioned problems.

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Abbreviation	**description**
E.C	Ethiopian calendars

CHAPTER INTRODUCTION

1.1BACKGROUND OF STUDY

Communication is the process of sharing ideas, information and messages with others. The most basic communication methods that are known to man are speech and non-verbal expressions such as facial expressions and body language. Apart from these basic methods of communication, there are other methods of communication. These methods began to involve and become complex (I.von Glion, mary Ann young and Steven L.Mc Shane; 1976:392).

Effective/ Good communication usually requires a two-way flow of information rather than simply delivering messages work on creating a flow of message and feedback. A Sender conveys a message, and receiver responds with feedback and perhaps a new message (Cullinan; 1996:327)

Poor or inaccurate communication can lead to conflict and negativity in the work place. It could even lead to the cancellation of deal or the loss of good will. However, in this competitive environment business cannot afford such losses (Cullinan; 1996:329)

Conflict is a process in which one party perceives that its interests are being opposed or negatively affected by another party. This may be a mild disagreement between two people regarding the Best choice in decision (Mary Ann and Steven L.MC Shane ; 1976:402).

On the other hand, conflict is a disagreement of ideas between and among peoples. Conflict has both destructive and constrictive sides. Destructive conflict could be solved as it occurs, others wise it is a challenge to the growth of any organization. Constrictive conflict could increase innovation and creativity. Communication in modern history has many important activities. Among these, it has a great role in resolving destructive conflict and increasing constructive conflict.

Conflict often occurs due to the lack of opportunity, ability, or motivation to communicate effectively. As communication is essential to the communities of a given organization, especially for managers to coordinate the human and other resources of an organization, they required ability to communicate effectively. To coordinate these human resources they should avoid conflicts that occur between employees. To avoid these problems communication is vital (Mary Ann and Steven L. mc Shane; 1976: 408).

Considering point about communication, effective communication, conflict and their relation, the researcher tried to see the role affect effective communication on conflict resolution process of Burayu municipality.

1.2. BACKGROUND OF BURAYU MUNICIPALITY

Oromia is the one that have wide area coverage in Ethiopia. Burayu is the city in Oromia region. In Burayu city, Burayu municipality was established in 1987 E.C. At that time Burayu municipality was include under Ambo city municipality named as west shewa welmera woreda Burayu special kebele.

In 1998 E.C, the Burayu municipality established its own municipality called Burayu town Administration municipality. Then it becomes independent municipality from Ambo city municipality.

The total land size of Burayu is 53 km^2 and it is 10km far from Addis Ababa. In 1987 E.C the number of population living in Burayu was estimated 10,000 of which 51.4% were females and 48.6% were males. At that time, 23 employees were serving for 10,000 people of the city. Now the municipality is server for greater than 100,000 people.

The budget of the town during the time of its establishments was less than 100,000 birr, but now the budget is estimated to be 100,000,000 birr.

VISION OF BURAYU MUNICIPALITY

- To see Burayu being a model of good administration with full infrastructure and to become beauty and comfortable land to live.

MISSION OF BURAYU MUNICIPALITY

- To build good administration and democratic system.
- To improve basic development activities such as water, electric power and telecommunication
- To deliver fast, justified and economic service to the society.
- To minimize lack of residence by fair distribution of land.

OBJECTIVES OF BURAYU MUNICIPALITY

- Provide services quality with full interest.
- Deliver quality service.
- Provide service with out corruption by creating transparency.
- Accountability.
- Work with people who are feel belongingness of the municipality.

There are 22 sectors / departments which are serving people by different service like city development , protecting the nature of city , controlling the by product of the factory, cleaning city , preparing land, planting forest to become green land of city , distributing the service of telecommunication, water and electric power and constricting the roods.

The management has a plan to increase the quality of service, which was given by the municipality.

1.3. STATEMENT OF PROBLEM

As long as people in organization work together, conflict is inevitable or unavoidable. This means as people work together the incompatibility of goals, attitudes, emotions or behaviors lead to disagreement or opposition between them. Conflicts occur because people do not agree on goals, issues, perceptions and people inevitably compete for the scare resources (Many Cullinan; 1996: 407).

Same authors say that any organization has no meaning with out communication. To reduce or if possible to avoid the above inevitable conditions, communication have a vital role. Communication is not only used for conflict resolution but also it is the basis for the organizations objectives achievements:- increasing productivity, job satisfaction , getting information about competitors dimension , to cope with modern information technology and any activates in any field of study . Thus, the fact is that communication is the crucial element in our lives.

The factors that motivated the student researcher to study the problem on communication of municipality were poor and not sufficient service that the employees of the municipality provide for their customers as the researcher is one who takes service from them. Moreover, from compliant of other customers, the student researcher thinks that poor and not sufficient service may be from lack of communication on resolving conflict.

Before this study, as the manager of municipality told to the student researcher, there is no study under taken on effective communication in resolving conflict, which is a burning issue to be discussed and solved by the management of the organization.

Hence, the study tried to answers the following questions:-

1. What are the major factors that cause for employees conflict in Burayu municipality?
2. What place does communication have in Burayu municipality?
3. What are the major factors that affect communication to resolve conflict in Burayu municipality?
4. What are the contributions of effective communication in resolving conflict in Burayu municipality?
5. How should the municipality do to resolve conflict in the municipality by using effctive communication?

1.4. OBJECTIVE OF THE STUDY

GENERAL OBJECTIVE

- The general objective of this study is to asses the role of effective communication on conflict resolution process in Burayu municipality.

SPECIFIC OBJECTIVES

Specifically the study tried to achieve the following objectives:

- To asses the major factors that causes conflict in Burayu municipality
- To examine the place that communication has in Burayu municipality.
- To find out the major constraints that put on communication not to achieve the desired objectives.(resolving conflict).

- To explain the contribution of effective communication in resolving conflict.
- To suggest some reasonable and relevant recommendation concerning the municipality use of communicate in resolving conflict.

1.5. SIGNIFICANCE OF THE STUDY

In the current world, every organization faces different controllable and uncontrollable challenges, whether it is profit making or non-profit making. In order to adapt and cope up with uncontrollable situations, organizations, mangers, and all employees of the organization together should set productive measures and at least attempt to minimize the effect of these situations on business activities.

According to Stephen P.Robbins(1996,p.419) An organization is accounted for planning, coordinating, controlling and doing things in manageable course of actions to achieve its goal effectively and

efficiently. Therefore any organization whether small or large, profit or non-profit organization, needs the assessment of its business feature, nature, role, strength and weakness and functions.

Considering the above importance of conducting studies, investigating the role of communication on resolving conflict is important as it is one of business element is believed to be the crucial issue for the municipality.

The beneficial bodies used by this study are-

1. **The organization**:- After conducting this research the organization will be beneficiary in that the manager see the identified problems and recommended solutions of the study and take corrective action in the way and function of entire communication as to resolve conflict.
2. **The student researcher**: - The student researcher is beneficiary on getting knowledge about the study and experience on conducting such assessment and get satisfaction when the study wills the solution for problem.
3. **Other researchers**: - Other researchers can take this study as reference for conducting other similar assessment.
4. **Other similar organizations**: the study can be used for other organizations which are similar by taking this study and they can check them selves with identified problem and if the problem are originate on them they can take their corrective measure.

1.6. LIMITATIONS OF THE STUDY

There are some limitations that the researcher faced as a challenge while conducting this study. These limitations are stated as follows:-

- Lack of experience of the student researcher as it is the first time the assessment is taken.
- Lack of sufficient finance for conducting the study
- Two respondents had not returned the questionnaire.
- Lack of consistency of response given by three respondents.

1.7. SCOPE OF THE STUDY

Even if communication has many role indifferent situations, indifferent organizations, the researcher focused only on the role of communication in resolving conflict. Because as it is known distractive conflict is challenge for the over all organization, the student researcher would like to study how this distractive conflict can get the solution. and the researcher select effective communication from other extraneous variables such as reward, performance a appraisal…. Which are the ways of deducting if possible eliminating conflict with in the organization.

The reason for communication is selected from other extraneous variables is that communication generalize them or those extraneous variables cannot come up with out communication.

On the other hand the researcher conducted the research only on the employees of Burayu municipality from Orommia region municipality is because the municipality is near to the student researcher village and the researcher fears shortage of time on the time of collecting data from different municipality of Orommia region.

1.8. ORGANIZATION OF THE STUDY

This paper is organized in to five chapters:-

- **Chapter one** contain introduction part that include background of study and organization, statement of problem, objective of the study, significance of the study, scope and limitation of the study.
- **Chapter two** contain review of related literatures.
- **Chapter three** is a part which describes the methodology used while preparing this paper.
- **Chapter four** is about presentation, analysis, and interpretation of data collected.
- **Chapter five** deals with conclusions and recommendation of the study.

CHAPTER TWO
REVIEW OF RELATED LITRATURE

2.1. DEFINITION OF COMMUNICATION

Communication is the process of transmitting or sharing meaning (idea, feeling, thought, experience, knowledge, skill, etc.) for some purpose through the transmission of symbolic messages this means if no information or ideas have been conveyed, communication has not taken place. For communication to be successful, the meaning must imparted and understood perfect communication , if such a thing existed, would

be when a transmitted thought or idea was perceived by the receiver exactly as it was envisioned by the sender. Communication in organization is the process of transmitting decisions and other information from one member or one part of an organization to another. In fact, there cannot be organization with out communication (p. Robbins; 1994: 242).

2.2. IMPORTANCE OF COMMUNICATION

Success in organization is dependent to a great degree up on the ability of the manager to understand other people. Managers can understand their employees through proper communication. Your ability to clearly write, listen, and speak determine also your success in life wherever and whoever you will be. Employers require their employees to have excellent communication skills in writing, speaking, and listening. Getting acceptance of policies, winning cooperation of others, getting ideas and instructions clearly understood , and bringing about desired changes in performance are also dependent up on efficient communication in an organization.

To specifically state the importance of communication in organizations, Endalcahew, Yasichelal and Tadiwos (2006,p. 66-67) mention for the following points:

1. **Communication facilities efficient and smooth running of an organization: -** common causes of organizational inefficiency are related to poor communication. However, effective communication enables an organization to secure cooperation between persons and assures performance and achievement of goals.

2. **Communication is the basis for decision-making**:-The quality of decisions in an organization depends on the amount and quality of information, which is effected through communication, available to the managers. Effective communication is also important to the proper implementation of plans. Most plans in most organization are not implemented in Ethiopia mainly due to poor communication.
3. **It enables proper planning and coordinating: -** Misunderstanding can be removed with good communication. communication enables an organization its long- term plans to be achieved and its activities properly controlled. communication brings the various parties of the organization together (this is known as proper coordination). Whenever there is no proper coordination in an organization, the left hand does not know what the right hand is doing one unit or department may not be aware of what is going on in the other units or departments whenever there is no coordination among the units or departments in the organization.

4. **Communication brings higher productivity at minimum cost:-** Communication is important enhance the moral (willingness to work) of the employees. It also helps for proper leadership and guidance functions in effect help an organization to increase productivity and to minimize cost productivity is producing more and more out put with the usage of less and less resources (materials ,labour and knowledge) in the organization. poor communication may cause accidents, resources wastage, low moral and in effect low productivity.
5. **Facilitate democratic management**:- Democratization is becoming very popular in most countries of the world. This has

necessitated democratic style of leadership in most organizations. Thus, communication enables participation of members of the organization in many functions. It could be in decision making, planning, controlling, and implementing. These democrats, style of leader ship promotes the support and understanding of superiors (bosses) and subordinates and work towards their common objectives.

6. Communication binds people together:- It introduces the sense of cooperation and produces the will to work very hard. It helps to establish and disseminate goals of an organization that brings people together for common cause.

7. Communication is the life blood of organization:- Because organization by definition is the group of people working together to achieve a common goal. its effectiveness requires a great deal of interaction and without communication an organization can not function. People in organizations exchange information, ideas, felling and proposals, make decisions, plans, policies, rules, contractual agreements that all require effective communication.

8. **The art of communication is extremely important for manger**:- Because he or she must achieve result through other people in the organization. All the management tasks such as planning, organizing, staffing, directing, motivation, controlling, coordinating, and representing, require two communications. It has been observed that those persons who occupy critical points with in an organization's communications network tend to strengthen their positions as leaders who make decisions that affect others.

2.3. TYPES OF COMMUNICATION IN ORGANIZATIONS

People communicate with each other in a number of ways that depend up on the message and its context in which it is being sent. choice of communication channel and your style of communicating also affect communication. Therefore, there are variety types of communication. (Stewart and Sylivia; 2006:206).

Ideas and feelings can be shared only if they are represented by symbols. Symbols are things that stand for something else.

According to H.G Field and Robert J. House (1995,p. 250) there are two types of communication(verbal and non verbal communication)

1. **Verbal communication:-** written and oral communication media have favorable and unfavorable nature. consequently, they are often used together so that the favorable qualities of each can complement the other.
2. **Non- verbal communication**:- we communicate in many different ways what we say can be reinforced or contradicted by non- verbal communication. Non- verbal communication is any message the sender communicates without using words. This types of communication, some times referred to as body language, is an important part of the communication process. It takes place through body language such as gesture, eye conduct, facial expression, and voice in to nations as well as physical appearance.

   As said by P.Robbins(1993,p.332)communication can be classified based on their channels, formal and informal communication.

1. Formal communication

Formal communication follows the chain of command and is recognized as official transfer of messages. It operates according to the hierarchical system of the organization through channels clearly identified by the organization.

2. Informal communication

In addition to formal channels, organizations also have informal channel of communication. Informal communication arises from the social relation ships that evolve in the organization and they are not available or feasible through formal channels.

In large organizational environments, one must be skilled at sending information up the chain of command, package it to be sent down, interacting with peers, and of course dealing with diagonal with other departments.

The Same author's classified communication based on its direction as upward, downward, lateral, and diagonal communication.

1. Upward communication

Upward communication flows to a higher level in the group or organization. It is used to provide feedback to higher. Ups inform them of progress toward goals and relay current problems. Upward communication keeps managers aware of how employees feel about their jobs, co-workers, and the organization in general. Managers also relay on upward communication for ideas on how thing can be improved.

3. Down ward communication

Communication that flows from one level of a group or organization to a lowest level is down ward communication.

When we think of managers communicating with subordinates, the down ward pattern is that we usually think of. It is used by group leaders and managers to assign goals, provide job instructions, inform underlines of policies and procedures, point out problems that need attention and, offer feedback about performance.

4. Lateral communication

When communication take place among members of the same workgroup, among members of work groups at the same level, among managers at the same level, or among any horizontally equivalent personnel, this all are described as lateral communications.

4. Diagonal communication

While it is probably the least used direction of communication in organizations, diagonal communication is important institutions where member cannot communicate effectively through other directions. For example, the controller of a large organization may wish to conduct a distribution cost benefit analysis. One part of that task may involve having the sales force send a special report directly to the comptroller rather than going through the traditional way.

2.4. FACTOR THAT AFFECT COMMUNICATION

Almost all conflicts involve communication problems, as both a cause and an effect. Misunderstandings, resulting from poor communication,

can easily cause a conflict or make it worse. Further, once a conflict has started, communication problems often develop because people in conflict do not communicate with each other as frequently, as openly, and as accurately as they do when relationship are not strained. Thus communication is central to most conflict situations (Stewrt and Sylvia; 2006:212).

As same author said there are eight main factors that affect communication.

1. **Misinterpretation of communication**

Even in ordinary circumstances, people often say things that are not interpreted in the way the statement was intended. When people are angry with each other, the likelihood of misinterpreting, communication is greatly increased to the point where it is almost inevitable.

2. **Failure to understand an opponent's perspective**

People often view conflict from very different perspectives depending up on such things as cultural background, economic position, and religious beliefs. In order for the parties to communicate effectively, they need to understand (through not necessarily agree with) the perspectives of other parties to a conflict.

3. **Language differences**

When conflicts involve people who speak different languages (or even different dialects), it is very easy for misunderstandings to arise even when skilled translators are used, it is difficult for translators to transmit complex feelings and emotions as clearly as they are originally spoken.

4. **Misinterpreted motives**

Motives can be misinterpreted as easily as statements can be misunderstood. When parties are in conflict, there is a tendency to assume the opponent's motives are malign, even when they are not.

5. Inaccurate and overly hostile stereotypes

Often, communication difficulties arise because people think they know all they need to know about their opponents and that further communication is unnecessary. Yeast images of opponents tend to be overly hostile and exaggerated opponents are see to be more extreme and outrageous than they really are.

6. Lack of communication channels/ avoided communication

Often disputants do not have reliable methods for communicating with opposing parties. This may be because they do not want to communicate or it may be because they are afraid to contact their opponents or have no way to do so. Some times the parties will break- off communication as a form of protest after a particular disagreeable incident. However the lack of communication can significantly increase the risk of future incidents.

7. Not listen actively

When some one talks, we hear. But too often we do not listen. Listening is an active search for meaning , where as hearing is passive. In listening two people are engaged in thinking: the sender and the receiver.

8. Status differences

It is related to power and the organizational hierarchies pose another barrier to communication among people at work, especially with in manager- employee pairs. Because the employee is dependent up on the manager as the primary link to the organization, the employee is more

likely to distort up ward communication than either horizontal or downward communication.

2.5. FUNCTIONS OF COMMUNICATIONS

Communication serves many types of functions. Among these functions, Stephen .P. Robbins (1996, p.377-378). Put four basic categories:

1. **Control**

Communication acts to control member behavior in several ways. Organizations have authority, hierarchies and formal guidelines that employees are required to follow. when employees for instance, are required to first communicate any job related grievance to their immediate boss, to follow their job description or to comply with company policies, communication is performing a control function. But informal communication also controls behavior when work groups fease or harass a member who produces too much (and makes the rest of group look bad), they are informally communicating with, and controlling, the member's behavior.

2. **Motivation**

Communication fosters motivation by clarifying to employees what is to be done, how well they are doing, and what can be done to improve performance if it's sub par. The formation of specific goals and reinforcement of desired behavior all stimulate motivation and require communication and also feedback as process towards the goals is the one which stimulate motivation and require communication.

3. **Emotional expression**

For many employees, their group is a primary source for social interaction. The communication that takes place with in the group is a

fundamental mechanism by which members show their frustrations and feeling of satisfaction. Communication, there fore, provides a release for the emotional expression of feelings and for fulfillment of social needs.

4.Information

The other functions that communication performs relates to its role in facilitating decision making is by transmitting the data identify and evaluate alternatives.

In addition to the above function, communication involves on the resolution process of conflict. Poorly navigated conflict can damage and even destroy relationship However, by using effective communication we can resolve conflict situation.

According to Cullinan(1996,p.327), successfully resolving conflict involves empathy, flexibility and maturity as much as it dose effective communication.

2.6. DEFINITION OF CONFLICT

Conflict can be defined as any situation in which incompatible goals, attitudes, emotions or behavior to disagreement or opposition between two or more organization members or groups. That is, conflict occurs because people do not always agree on goals, issues, perception and because people inevitably compete. (Robbins; 1983:445).

2.7. TYPES OF CONFLICT IN ORGANIZATION

Conflict in organization is the discord that arises when the goals, interests or values of different individuals or groups are incompatible and those individuals or groups black one another's attempts to achieve their objective (Mary Ann and Steven L.Mc Shane;1976:407)

Not all conflict is bad. In fact, some types of conflict encourage new solutions to problems and enhance the creativity in the organization. Therefore, managers should stimulate functional conflict and prevent dysfunctional conflict.

According to Debral L. Nelson (1994, p.390-391) conflict is classified in to functional and dysfunctional.

1. **Functional conflict**: - is a healthy, constructive disagreement between two or more people. A recent study of twenty corporations revealed that few managers. Understand the ways in which conflict can benefit an organization. Functional conflict can produce new ideas, learning, and growth among individuals. When individuals engage in constructive conflict, they develop a better awareness of them selves and others.

2. **Dysfunctional conflict***:* is an unhealthy, destructive disagreement between two or more people. Its danger is that it takes the focus away from the work to be done and places the focus on the conflict it self and the parties involved. Excessive conflict drains energy that could be used more productively. A key for recognizing a dysfunctional conflict is that its origin is often emotional or behavioral. Individuals involved in dysfunctional conflict tend to act before thinking, and they often rely on threats, deception, and verbal abuse to communicate. In dysfunctional conflict, the losses to both parties may exceed any potential gain from the conflict.

Robbins (1983, p.423) classifies conflict with the following categories:-

1. **Conflict with in individual**: - occurs when an individual is uncertain about what work he or she is expected to perform, when some demands of the work conflict with other demands, or when the individual is expected to do more than he or she feels capable of doing. This type of conflict often influences how individual responds to other types of organizational conflict.

2. **Conflict among individuals**: In the same organization is frequently seen as being caused by personality differences. More often, such conflicts erupt from role related pressures (as between managers and subordinates) or from the manager in which people personalize conflict between groups.

3. **Conflict among individuals and groups**: Is frequently related to the way individuals deal with the pressures for conformity imposed on them by their work group. An example of this is individuals may be punished by his or her work group for exceeding or falling behind the group's productivity norms.

4. **Conflict among groups in the same organization**: Is the type of conflict with in which line staff and labor- management conflicts.
5. **Conflict among organizations**: In the economic sphere has been considered an inherent and desirable form of conflict in many countries companies.
6. **Conflict among individual's indifferent organizations**: This is also the conflict that occurs between people that work in different organizations.

2.8. THE EFFECT OF CONFLICT ON ORGANIZATION

Both functional and dysfunctional conflicts have their own effect in organizational performance and productivity.

Regarding Debral. L. Nelson (1994,p.390)the following are effect of functional and dysfunctional conflict.

- **Functional conflict**: It can produce new ideas, learning, and growth among individuals. Functional conflict can improve working relationships, because when two parties work through their disagreements, they feel they have accomplished some thing together. By releasing tension and solving problems in working together. Moral is improved. Functional conflict can lead to innovation and positive charge for the organization. Because it tends to encourage creativity among individuals, this positive form of conflict can translate into increased productivity.

- **Dysfunctional conflict:** Is conflict that leads to decline in communication or the performance of a group. It can be an overabundance of conflict or a lack of sufficient motivating conflict.

  Dysfunctional conflict with in organization is motivated by egos of employees with competing ambitions. It often leads to higher stress and a likelihood that employees will burn out. Employees

will also likely feel less satisfaction and less loyalty to the organization.

2.9. CAUSE OF CONFLICT IN ORGANIZATIONS

Conflict is pervasive in organizations. To manage it effectively, managers should understand the many sources of conflict.

According to Debral L.Nelson(1994,p.395) the source of conflict can be classified in to two broad categories: structural factors, which stem from the nature of the organization and the way in which work is organized, And personal factors, which arise from differences among individuals.

2.9.1. Structural factors

The causes of conflict related to the organization's structure include specialization, interdependence, common resources, goal differences, authority relationships, status inconsistencies, jurisdictional ambiguities, work over load and communication gap.

1. **Specialization:** when jobs are highly specialized, employees become experts at certain tasks. Highly specialized jobs can lead to conflict, because people have little awareness of the tasks that others perform.

2. **Interdependence:** work that is interdependent requires groups or individuals to depend on one another to accomplish goals. Depending on other people to get work done is fine when the process works

smoothly. However, when there is a problem, it becomes very easy to blame the other party, and conflict escalates.

3. **Common Resources**: any time multiple parties must share resources, there is potential for conflict. This potential is enhanced when the shared resources become scarce. One resource often shared by managers is secretarial support. It is not uncommon for a secretary to support ten or more managers, each of whom believes his or her work is most important. This puts pressure on the secretaries and leads to potential conflict in prioritizing and scheduling work.

4. **Goal differences:** When work groups have different goals, these goals may be incompatible. Often these types of conflicts occur because individuals do not have knowledge of another department's objectives.

5. **Authority relation ships**: The nature of a traditional boss-employee relationship brings to mind a vision of a hierarchy or of a boss who is superior to the employee. For many employees, this relationship is not a comfortable one, because another individual has the right to tell them what to do. Some people resent authority more than others, and obviously others, this compounds the potential for conflict in the relation ship. As organizations move toward team approach and empowerment, there should be less potential for conflict from authority relation ships.

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

7. **Jurisdictional ambiguities:** that is unclear lines of responsibility with in an organization. When a problem occurs for which there is no definite source of responsibility, workers tends to "Pass the buck" or avoid dealing with the problem. Conflicts emerge over responsibility for the problem.

8. **Work over load:** there are two types of work over load being asked to do too much and being asked to do work that is too difficult . Too much work can arise because of organizational constraint that prevent efficiency, insufficient number of staff members to share the load, or inequitable distribution of work, were some individuals have heavier work loads than others. Work that is too difficult can arise because the job is poorly designed, making it difficult for any one to perform, or because the individual does not have the necessary skills.

9. Communication Gap: is a state occurs when what is being said is not been communicated to the addressee properly and completely. Actually communication gap is the biggest hurdle in achieving the organizational goal and does not help at all in achievement of organizational goal.

Poor communication can lead communication gap after occurring communication. And it is one main factor that affects communication.

2.9.2. Personal factors

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

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

2. **Personalities**: Individuals do not leave their personalities at the door step when they enter the work place. Personality conflict is realities in organization. To expect that you will like all of your co-workers may be a naive expectation, as would be the expectation that they will all like you.

3. **Perceptions**: Differences in perception can also lead to conflict one area in which perceptions can differ is the perception of what motivates employees. If managers and workers do not have a shared perception of what motivates people, the reward system can create conflicts. Managers usually provide what they think employees want rather than what employees really want.

4. **Values and ethics**: Difference in valve and ethics can be sources of disagreement. Most people have their own sets of values and ethics. The extent to which they apply these ethics in the work place varies. Some people have strong desires for approval from others and will work to meet others' ethical standards. Some people are relatively unconcerned with approval from others and strongly apply their own ethical standards. Still others operate seemingly with out regard to ethics or values. When conflicts over values or ethics do arise, heated

disagreement is common because of the personal nature of the differences.

5. **Emotions**: the moods of others can be as source of conflict in the work place problems at home often spill over in to the work arena, and the related moods can be hard for others to deal with .

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

2.10. CONFLICT MANAGEMENT OR RESOLUTION TECHNIQUES

Conflict management skills are major predictor of managerial success. All conflict requires skills on the part of the manger. The manager's task is to stimulate functional conflict and prevent or resolve dysfunctional conflict. (Derbal. Nelson and James Campbell quick; 1994:390).

2.10.1**. Stimulation techniques:** At times a manager may wish to increase the level of conflict and competition in work situation. For example, a conflict between supervisor and his subordinates may improve unreasonable or dysfunctional behavior. Encouraging competition by offering bonuses, incentive pay and citation of outstanding performance may lead to produce conflict as group struggle to out do each other.

2.10.2. **Resolution technique**: when conflicts have negative contribution the situation calls for resolution. The following strategies are applied to resolve these conflicts.

1. **Withdrawal or Avoidance** : This strategy calls for a party to withdraw or ignore the conflict situation. It is the best response when the conflicts are trivial, potential losses from an open conflict resolution out weigh possible gains and when there is no insufficient time to work through the issue adequately.

2. **Compromise:** In the case of compromise, each party is required to give up some thing of value in order to get another thing. Each party moves to find a middle ground. There is no clear winner or loser, rather there is a willingness to short the object of the conflict and accept a solution that provides incomplete satisfaction for both parties concerns. The main advantage of compromise is that it allows a solution to major conflicts. It may be the best solution to conflict when parties stand to gain, and time is short.

3**. Collaboration:** Is typing to find a mutually beneficial solution of both parties through, problem solving . It promotes mutual problem solving by both conflict parties. It is a situation where each conflicting party desires to satisfy fully the concern of all parties. Its important feature is information sharing so that both parties can identify common ground and potential solution that satisfies both of them. It is specially use full in handling conflict when members are trained in problem solving the parties have common goals that need the cooperation of all to be achieved and when the conflict arises from misunderstanding or communication problem or breakdown. It is best when parties do not have perfectly opposing interests and when they have enough trust and openness to share information. It is usually desirable because there is usually some opportunity for mutual win if the parties search for creative solution.

4. **Confrontation**: In this strategy, the conflicting parties are forced to verbalize their positions and disagreements. The objective is to identify a reason to favor one solution or another and thus resolve the conflict with skilled leadership and willingness to accept the associated stress by all sides, a rationale solution can frequently be found.

5. **Arbitration:** Is a conflict resolution strategy where a neutral third party acts as judge and issues a binding decision affecting parties in the negotiation process. However, the authority of the arbitrator may also vary according to the rules set by the negotiators. For instance the arbitrator might be limited to choosing open of the last offers or suggesting an agreement point that is non- binding or free to chose and make any judgments he/she wishes, when opposing parties agree to submit their case to the decision of a third party they may agree to accept the decision of the arbitrator as final or to make it appealable. on the other hand, arbitration can be voluntary or compulsory.

6. **Negotiation**: Negotiation occurs when two or more parties- either individuals or groups- discuss specific proposal in order to find out a mutually acceptable agreement. It is common way of setting conflicts in business. For example, organizations use it to solve internal disputes (between labor, and management or between units competing for scarce resources such as money or personnel) and external conflicts (deals with supplies or customers).

7. **Mediating conflict**: the mediator is a person who participates in resolving a conflict between the two principal parties by helping them reach a mutually acceptable agreement. It is a neutral third party that facilitates a negotiated solution by using reasoning and persuasion,

suggesting alternatives, etc. The role of the mediator is different from that of an arbitrator, who decides the conflict issues it self and imposes his/her decision up on the principal parties. The success of mediation depends on the motivation of the conflicting parties to negotiate and resolve their conflict, the conflict intensity (mediation is effective under moderate level of conflict) and the perception of the mediator (the mediator must be perceived as neutral and non-coercive).

8. **Punishment**: Is the act of punishing that is application of an unpleasant stimulus or penalty for the purpose of eliminating or correcting undesirable behavior.

9**. Court judgment**: In common law system, the interpretation of that law, that is to say, any question as to what the law actually is in a particular case, are decided by the judge: in rare cases jury nullification of the law may act to contravene or complement the instructions or orders of the judge, or other officers of the court. A fact finder has to decide what the facts are and apply the law.

10. **Discussion:** is an extended communication (often interactive) dealing with some particular topic. It is the act of discussing or exchanging reasons; examination by argument; debate; disputation; agitation

3.11. Role of effective communication in resolving conflict.

Conflict can ignite from the smallest word or action and can speak destructive responses and behaviors. Unresolved or poorly navigated conflict can damage and even destroy relationships. Conflict does not have to be destructive however, handled effectively, conflict can actually contribute to stronger, deeper relationships and can help to address on

going problems and concerns. Effective communication skills serve a key role in success fully resolving conflict, both in the home and in the work place. Also Effective communication usually requires a two-way flow of information rather than simply delivering messages, work on creating a flow of message and feed back. (Cullinan; 1996:327)

In addition, role of communication in resolving conflict is stated on resolution techniques of conflict. Compromise, Collaboration, confrontation, arbitration, negotiation, mediating conflict, and discussion have no meaning with out communication. If we communicate effectively, we can solve conflict by using conflict resolution techniques.

CHAPTER THREE

METHODOLOGY

3.1. STUDY AREA

The study was conducted in Oromiya region, Burayu town on Burayu municipality.

3.2. SOURCE AND TYPE OF DATA

Both primary and secondary data were used for this study. Hence, necessary data has been gathered from the primary sources such as non-managerial workers and top manager of Burayu municipality and Broacher of the municipality as a source for secondary data.

3.3. METHODS OF DATA COLLECTION

In this study, both primary and secondary data collection methods were used. Principally, self-administrated questionnaires were proposed tool

for primary data collection method. Because the time given to conduct this study is short, the researcher used this technique to get more data with in a short period. As an additional source of primary data unstructured interview was held with the top manager of Burayu municipality. And secondary data was collected through review of the company's documents.

3.4. SAMPLING SIZE

In order to come across manageable size of population the researcher selected 50 employees at the sample size of 30% from total population of 166 employees in Burayu municipality. Additionally, the researcher also included one subject, who is the top manager from the top officials of the organization for interview purpose.

3.5. SAMPLING TECHIQUE

For the accessible primary data source, two types of sampling technique were employed. These are stratified sampling technique and purposeful sampling technique. Stratified sampling technique was use to gather data from the employees working in the municipality and purposeful sampling technique was used to gather information from the top manager of the municipality.

The stratified sampling technique was used for the reason that the student researcher wanted to give equal chance for all departments of employees who had different responses. and the purpose full sampling technique was used to select the manager who can give more relevant and general information about municipality overview and role of communication in conflict resolution process in Burayu municipality.

3.6. DATA PROCESSING AND ANALYSIS

After the data is being collecting, data were processed on the activity, which involves editing, coding, and classifying data to make it suitable for further analysis. Descriptive analysis was employed to examine the findings of the study. Since it refers to procedures for organizing, summarizing, and describing quantitative data about the samples of the study.

3.7. DATA PRESENTATION AND INTERPRETATION

After the data were processed and analyzed well, it were presented by using tables, charts, and graphs with their figures and interpreted in a convenient manner accordingly.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

INTRODUCTION

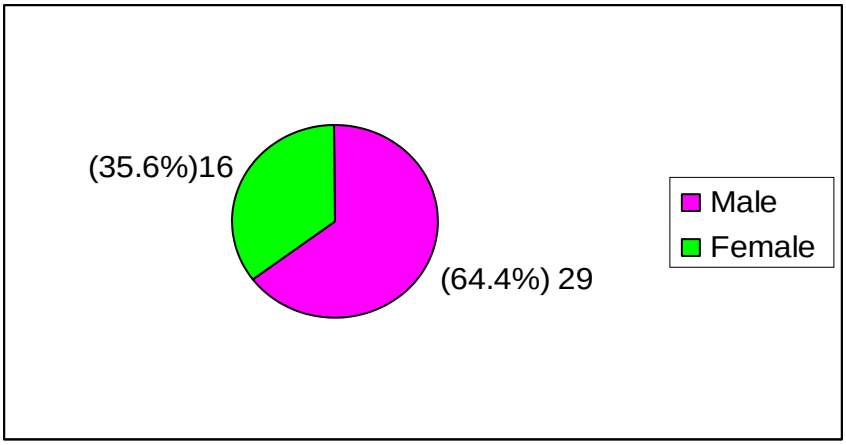
As it was explained in the methodology section, the information mentioned here was gathered by distributing 50 questionnaires to the employees of Burayu municipality. Among these questionnaire two were not returned and three did not provide inconsistence information and the remaining 45 were used for analysis and interpretation of data here after.

The analysis and justifications of the findings from the information were approached by summarizing the relevant question and respective responses for a topic on an issue and then further analyzed sequentially. In addition to questionnaire the interview responses from the administrative body of the municipality were also analyzed. Pie chart, graph, and tables were used to present interpreted data by using descriptive analysis method.

4.1. Personal Information of the respondents

The personal information includes data about sex, age, educational status, and working experience of the respondents that was used to appropriately know the respondents' characteristics and background information before going to the basic parts of the study.

Figure 1: Sex distribution of respondents



Source: Filled questionnaire, primary data.

As indicated on the above figure, among the total 45 respondents, 29 (64.4%) were male and the remaining 16(35.6%) were female. This shows that the

participation of female was less than males in over all activities of organization and in communication process.

Figure 2: Age Distribution of respondents

Source: filled questionnaire, primary data.

According to the above figure the range age out of the total respondents, 23(51.1%) of them were between 18-30 years age, 12(26.67%) of them were 30-40 years age and the remaining 10(22.22%) of respondents were between 40-50 age group. As we observed from the finding, the largest proportion of the study population lied between age group of 18-40.

Table 1: Information regarding educational status and work Experience of respondents.

No	Items	Respondents	
		No	% (percent)
1	Educational status		
	❖ Less than 12	0	0
	❖ 12 completed	10	22.22

	❖ Diploma	21	46.67
	❖ Degree	14	31.1
	❖ Above degree	0	0
	Total	45	100
2	Work experience		
	❖ Less than 5 years	14	31.11
	❖ 5-15 years	21	46.67
	❖ 16-30 years	10	22.22
	❖ Above 30 years	0	0
	Total	45	100

Source questionnaire gathered primary data.

Item 1, of the above table shows that out of the total respondents (45), 21 (46.67%) of them were diploma holders, 14(31.11%) of the respondents were degree holders and the remaining 10 (22.22%) of the respondents were 12 completed. This implies that 35(77.77%) of the respondents were hold as a minimum of diploma. This may good educational status to resolve conflict.

Item 2 of the above table indicates that 21(46.67%) of the respondents had between 5-10 years of work experience, 14(31.11%) of the respondents had less than 5 years experience of work and the remaining 10(22.22%) of them had between 16-30 years work experience. From this we can generalize that most of employees 31(68.89%) had at least 5 years experience. As a result they can resolve conflict by effective communication for the reason that they may know the working environment of their organization. But the remaining 46.67% had there own impact on not resolution of conflict.

4.2. General Information

This includes information gathered from employees of Burayu municipality regarding the basic questions of the study.

1.2.1. Conflict conditions and reasons for conflict

Conflict occurs because people do not always agree on goals, issues, perception and so on. And also, conflict is pervasive in organizations. To manage it effectively, managers should understand the many source of conflict (Debral; 1994:392).

Table 2: Conflict conditions and reasons behind conflict.

No	Items	Respondents	
		No	% (percent)
1	Existence of conflict with in organization		
	❖ Yes	31	68.89
	❖ No	14	31.11
	Total	45	100
2	Reasons for conflict		
	❖ Work over load	11	35.48
	❖ Lack of information	6	19.35
	❖ Communication gap to resolve conflict	11	35.48
	❖ Any other	3	9.67
	Total	31	100

Source: questionnaire gathered, primary data

Regarding the information in the above table of item one 31 (68.89%) of the respondents replied that they faced conflict with the employees of their or/and other department. In addition, the remaining 14 (31.11%) of the respondents responded that they did not face any conflict. This

shows that the largest part of employees face conflict. The above information indicates that there were a conflict with in organization.

As item 2, of the above table shows 11(35.48%) of the respondents responded the reasons why they were conflicting was due to work over load form their superiors, similarly, 11(35.48%) of the respondents replied that they faced conflict because of communication gap in resolving conflict and 6(19.35%) of respondents responded lack of information was the main reason for conflict. There was also another reason for the conflict given by respondent such as responsibility of one or more persons for the same job, lack or awareness about his or her responsibility. This indicates that even if there were a various source of conflict, work over load and communication gap to resolve conflict were the major reasons for conflict among employees of the organization.

In addition to employee's response, the information from manager by interview shows that the management faces different conflicts from the employees. These are on the question of salary increment and decreasing work over load, dual responsibility given by management, timeliness of important materials for the activities delegated and so on.

4.2.2. Conditions of conflict avoidance and resolution techniques of conflict .

To avoid dysfunctional conflict and stimulated functional conflict, management is advice to have conflict management skills and they can use stimulation and resolution technique

Table 3: Condition of conflict avoidance and techniques of conflict avoidance.

No	Items	Respondents

		No	% (percent)
1	Employee's attitude towards the avoidance of conflict situation		
	❖ Yes	43	95.56
	❖ No	2	4.44
	Total	45	100
2	Employees attitude on techniques used to resolve conflict	31	72.09
	❖ Discussions	3	6.98
	❖ Arbitration	5	11.63
	❖ Punishment	1	2.33
	❖ Court judgment	3	6.98
	❖ Compromise	0	0
	❖ Other		
	Total	43	100

Source: Filled questionnaire, primary data.

According to the information observed on the above table, item one, 43 (95.56%) of the respondents believed that conflict occurring between or among employees in an organization were avoided and 2(4.44%) of the respondents were believed that the conflict could not avoided. This implies that nearly all employees think on the avoidance of conflict with in their organization. There fore the manager may not face obstacle to wards employees attitude on conflict resolution through effective communication.

Item 2, of the above table, shows that 31(72.09%) of the respondents believed the conflict can avoid through discussion, 5(11.63%) of the respondents responded that conflict can be avoided through punishing the conflicting parties, on other hand 3(6.98%) of the respondents

replied that conflict can avoid through arbitration, similarly 3(6.98%) of the respondents responded that they can avoid conflict that occur between employees by putting the conflicting parties to he middle point, this is also called compromising the two parties and the remaining 1(2.33%) of the respondents responded that the conflict is avoided by going to court. This shows that the employees of municipality gave more value to discussion for resolving conflict.

In addition to the above response of employees, the manager answer shows that management tried to solve the conflicts that occur among employees as it can possible peace fully. It was based on the rules and regulations of the government. This implies that even if the management thinks that conflict between employees' decreases or reduces the over all service given by the organization, the emphasis they gave to communication in resolving conflict is very little.

4.2.3. Conditions of discussion about the conflict situation

Discussion is appears after communication. Effective communication can lead to resolve conflict

Table 4: Conditions of discussion about the conflict situation

No	Items	Respondents	
		No	% (percent)
1	Existence of discussion concerning conflict		
	❖ Yes	13	28.89
	❖ No	32	71.11
	Total	45	100
2	Time interval of discussion with in		

	organization concerning conflict		
	❖ Once a month	8	61.54
	❖ Twice a month	3	23.08
	❖ Once a year	2	15.38
	❖ Other	0	0
	Total	13	100
3	The reason for non existence of discussion on conflict resolution		
	❖ Because it is almost useless	7	21.88
	❖ Because there is no enough time	6	18.75
	❖ Because he management do not give attention or emphasis	19	59.38
	❖ Others	0	0
	Total	32	100

Source: questionnaire gathered, primary data

As indicated in the above table, item one, from the total 45 respondents, 32(71.11%) of the respondents responded that there was no any discussion concerning the conflict that occurs in their organization and the remaining 13(28.89%) of the respondents replied that there was discussion particulates to conflict resolution. The information shows that although there was a little discussion in organization, most of employees agreed on non-existence of discussion concerning conflict with in organization. This shows that the management and employees do not gave enough attention on discussion about conflict situation.

Regarding the information in the above table item 2, 8 (61.54%) of the respondents responded that there was discussion about conflict once in amonth,3(23.08%) of the respondents replied that there was discussion twice a month and the remaining 2(15.38%) of the respondents responded that there was discussion about conflict conditions once in a year. This shows that from the respondents who agreed on the existence

of discussion, discussion were at least once in month in the municipality.

Item 3 of table 4 indicates that 19(59.38%) of the respondents replied there was no discussion regarding conflict because of the management's less attention, 7(21.88%) of the respondents responded that the reason for no conflict discussion was that it had no any use and no contribution to the organization. And the remaining 6(18.75%) of the respondent responded that they had no enough time to deal with such things. This shows that the management were not giving enough attention to the consequence of conflict to the organizational effectiveness.

4.2.4. Managers and employees relation ship conditions

Management can have communication with subordinates on the purpose to assign goals, provide job instructions inform underlining feed back about performance. This type of relationship between managers and employee is down ward communication on the other hand subordinate can communicate with their managers to provide feed back, to prepare performance reports etc and this type of communication between two parties is called upward communication

Table 5: Managers and employees relationship conditions

No	Items	Respondents	
		No	% (percent)
1	Response of management to employees' grievances or complaints		
	❖ High	10	22.22
	❖ Medium	16	35.56
	❖ Low	19	42.22

	Total	45	100

Source: questionnaire gathered primary data.

Information regarding the above table indicates that 19(42.22%) of the respondents replied that grievances of employees was answered slowly or such service is low from the management, 16(35.56%) of respondents responded that the condition of employees grievances was answered in medium level and the remaining 10(22.22%) of the respondents stated that management highly response the employees complaint. This indicates that even if there were some level of a management response for employees' grievances or complaint, the majority (77.78%) of employees answer shows there were a problem on the response of management.

From the result of interview with top manager of municipality, communication between the management and employees is relatively medium. The management communicate with employees at different issues such issues as to introduce and communicate on anew government polices, to set annual budget of the municipality and its workers, to appoint employees some specific jobs, and communicate when some employees give their compliment for the management.

We can conclude from mass of employees and the manager of the municipality that there was a problem on the response of management.

4.2.5. Conditions of communication in the organization

Communication in an organization Is the process of transmitting decisions and other information from one member or one part of an organization to other. In fact, there can be no organization with out communication (Stephen .P. Robbins; 1994:242).

Table 6: Conditions of communication in the organization

No	Items	Respondents	
		No	% (percent)
1	Employee's attitude towards the role of communication to resolve conflict with in their organization		
	❖ Yes	41	91.11
	❖ No	4	8.89
	Total	45	100
2	Function of communication with in organization		
	❖ Sufficient	29	64.44
	❖ Not sufficient	16	35.56
	Total	45	100
3	The reason for not sufficient function of communication with in organization		
	❖ Lack of attention	9	56.25
	❖ Difference in attitude for communication	2	12.5
	❖ Lack of awareness regarding communication use	5	31.25
	❖ Other	0	0
	Total	16	100
4	The level of communication role in resolving conflict in the company		
	❖ High	8	27.59
	❖ Medium	13	44.83
	❖ Low	8	27.59
	Total	29	100

Source: Filled questionnaire, primary data.

Item 1 of table above, shows that 41(91.11%) of the respondents responded that they think communication plays a role in resolving conflict that occurred between employees in an organization and the remaining 4(8.89%) of the respondents replied that communication does not play any role in conflict resolution process. Therefore, this implies that nearly all employees believe communication role in resolving conflict is a good awareness by employees of the company regarding communication use in resolving conflict in the municipality.

As indicated information above of table 6, item 2 shows that, 29 (64.44%) of the respondents responded that communication in their organization was sufficient and the remaining 16(35.25%) of the respondent responded that the communication process in their organization was not sufficient. This shows that there is relatively sufficient communication as the majority respondents answer.

Item 3, of table above shows that 9(56.25%) of the respondents replied that the reason behind poor (not sufficient) communication between employees was lack of attention from management and employees, 5(31.25%) of the respondents responded that the reasons regarding not sufficient communication among employees was lack of awareness about its use and the remaining 2(12.5%) of the respondents replied that because of the attitudinal differences of employees on the communication. Therefore, we can generalize from this there were various reasons behind poor communication of employees of Burayu municipality and from those reasons lack of attention and lack of awareness regarding communication use were the major for not sufficient communication of employees in Burayu manucipality.

According to Item 4 of table 6, 13(44.83%) of the respondents responded that the role of communication in resolving conflict is medium. Comparatively, 8(27.59%) of the respondents responded that the role of communication on resolving conflict was low and the remaining 8(27.59%) of the respondent responded that communication had high role in resolving conflict. From this, we can conclude that, even if there were relatively sufficient communication in organization, the role of communication in resolving conflict was not as such high regarding the majority (72.42%) of respondent response.

4.2.6. Communication role and its constraints

Success in organization is dependent to a great degree up on the ability of the manager to understand other people. Managers can understand their employees through proper communication (Endalachew, Yasichelal and Tadiwos; 2006:66).

Almost all conflicts involve communication problems, as both a cause and an effect. Misunderstanding, resulting from poor communication can easily cause a conflict or make it worse (Stewart and Sylvia; 2006:212)

Table 7: Communication role and its constraints

No	Items	Respondents	
		No	% (percent)
1	Employee's relation ship in their day today activities of organization		

	❖ Superiors	22	48.89
	❖ Co- workers	14	31.11
	❖ subordinates	9	20
	Total	45	100
2	Employees give more value towards communication role for:-		
	❖ Resolving conflicts	8	17.78
	❖ Giving command	2	4.44
	❖ Discussion	6	13.33
	❖ Accomplishment of ordered work	29	64.44
	❖ Others	0	0
	Total	45	100
3	Factors that affect communication not to achieve its goal (resolving conflict)		
	❖ Cultural difference	3	6.67
	❖ Language difference	2	4.44
	❖ Aggressiveness(emotionality)	8	17.78
	❖ Difference in attitude towards communication	30	66.67
	❖ Others	2	4.44
	Total	45	100

Source: questionnaire gathered, primary data

As shown in the above table item1, 22 (48.89%) of the respondents responded that they have high relationship with their supervisors, 14(31.11%) of the respondents replied that they had high relationship with their co- workers and the remaining 9(20%) of the respondents responded that their relationship was with their subordinates. This shows that almost half of employees were highly interact with there superiors in their day-to-day activity. There fore they may face conflict with their superiors.

From the information, item 2 of the above table, 29(64.44%) of respondents responded that they were gave more value for accomplishing ordered work, 8(17.78%) of the respondents responded that they were gave more value to communication roles of resolving conflict,6(13.33%) of the respondent replied that they were gave more value to communication for discussing and the remaining 2(4.44%) of the respondents responded that they were gave more value for communication to give command or order. This implies that followed by their primarily activity of accomplish order work; the respondents respond more on resolving conflict. Therefore, conflict were a problem for the organization.

Item 3, of above table shows that 30 (66.67%) of the respondents responded that attitude difference on communication is the most constraint for communication not to achieve its objectives, 8(17.78%) of the respondents replied that aggressiveness was among the constraints to communication 3(6.67%) of the respondents replied that cultural difference was a constraint to communication and the remaining 2(4.44%) of respondents responded that language difference was the greatest constraint to communication. In addition, 2(4.44%) of respondents responded that the shortage employees and the multiple of one employee is a constraint for not to achieve communication goal (resolving conflict). This indicates that even if there were various constraints of communication to achieve its goal (resolving conflict); the majority employees put attitudinal difference to wards communication as a major constraint.

CHAPTER FIVE

5. Summary of findings, conclusion and recommendation

In this chapter, the researcher tried to summarize and draw a conclusion about the out come of the study, and give some recommendation, which could be important for the company's future communication role in resolving conflict.

5.1. Summary of findings

Based on the result of the study, summary of findings were presented as follows:-

- From the total study population, 29 (64.4%) respondents of Burayu municipality were male while only 16(35.6%) were females.
- As we observed from the finding (figure 2), the largest 35 (77.77%) proportion of the study population lied between age group of 18-40.
- Item one of table 1 shows that out of the total respondents (45), 35 (77.77%) hold as minimum of diploma.
- Item 2 of table 1 indicates that most of employees 31(68.89%) had at least 5 years work experience.
- Regarding the information in table 2, the largest part 31(68.89%) of employees face conflict with in employees of their department and /or other department.
- 22(71.06%) of respondents were put work over load and communication gap to resolve conflict were the major reasons for conflict among employees of the organization.
- From the management side the reason for conflict between management and employees were about various questions such as salary increment, decreasing work over load and timeliness of important materials for the activities delegated.

- According to the information observed on the table 3, nearly all 43(95.56%) of employees were think that conflicts within their organization can be resolved.

- Item 2 of table 3 implies that the majority 31(71.09%) of respondents gives more value to discussion for resolving conflict while managers tried to resolve conflict based on the rules and regulations of the government.
- As indicated in table 4 shows that most 32(71.11%) of employees agreed on non existence of discussion concerning conflict within organization.
- Regarding the information in table 4 of item 2 the majority of respondents 8(61.54%) agreed on the existence of discussion at least once in a month.
- Item 3 of table 4 indicates that the majority 19(59.38%) of the respondent replied that there was no discussion regarding conflict because of the management's less attention to the consequence of conflict to the organizational effectiveness.
- Information regarding the table 5 indicates that the majority (77.78%) response of respondents, response of management for employees' grievance or complaint had a problem.
- From the result of interview with top manager of municipality, communication between the management and employees is relatively medium.
- Item one of table 6, shows that almost all 41(91.11%) of the respondents responded that they in communication role in resolving conflict.
- As indicated information on table 6, item 2 shows that the majority 29(64.44%) of the respondents responded that communication in their organization was sufficient.
- Item 3, of table 6 indicates that more than half 9(56.25%) of the respondents reason behind not sufficient communication between employees was lack of attention from management and employees.

- According to Item 4 of table6, the role of communication in resolving conflict was not as such high regarding the majority (72.42%) of the respondents' response.
- As shown in table 7, item 1 shows that almost half 22(48.89%)of employees were highly interact with there superiors in their day-to-day activity.
- From the information, item two of table 7, implies that followed by employees primarily activity of accomplish ordered work, the response of 8(17.78%) respondents were on to resolve conflict.
- Item3, of table 7 shows that the majority30(66.67%)of employees put attitudinal difference towards communication as a major constraint to communicate effectively.

5.2. Conclusion

Based on the analysis of the workers of municipality conflict condition, communication and application of communication with conflict ,the following important conclusion can be drawn.

- The largest part of employees faces conflict with other employees of their organization with the major reasons of work over load and communication gap to resolve conflict. This implies that there were conflict and the sources of conflict were from structural factors.
- Employees think on the avoidance of conflict with in their organization and they gave more value for discussion from the resolution technique of communication. There fore, If the manager communicates employees effectively, he may not face obstacle/problem towards employees' attitude on conflict resolution.

- Majority employees agree on non-existence of discussion and they put a major reason for this was management less attention. This indicates that the management was not give attention for the consequence of conflict to the organizational effectiveness.

- Less response of manager to employees grievances or complaint had a problem as a majority of respondent response and also from manager answer by interview. Therefore, we can say that management was not given enough value on employees' grievances or complaint.
- Majority of employees believed that communication plays role in resolving conflict. This shows that there was a good awareness of

- employees regarding communication use in resolving conflict in the municipality.

- As the response of majority respondents, communication in their organization was sufficient. On other hand, from the large number of respondents answer, the communication role in resolving conflict was less. This shows that even if these were relatively sufficient communication in organization, communication role in resolving conflict is not as such high.

- As shown in the study, almost half of employees were highly interact with their supervisors in their day-to-day activity; therefore, they may face conflict with their superiors.

- Employees gave more value for resolving conflict from conflict roles followed by their primarily activity, accomplish ordered work this shows that there were conflict in organization.

- Difference in attitude towards communication were the major factor that affect communication role to not achieve its goals(resolving conflict) this shows that there were pessimistic employees with in the municipality.

5.3. Recommendations

Communication is essential to the employees of a given organization. Especially for managers to coordinate the human and non human resources of an organization, they require ability to communicate effectively. To coordinate these human resources they should avoid conflict that occurs between employees or between them and employees. To avoid these problems communication is vital

Based on the findings obtained and the conclusion drawn, in addressing the problems identified the researcher forwarded the following recommendations as a possible solution to be considered by respected body.

- The majority of employees face conflict because of different factors that lead to a decline in communication process. So the manager is advised to manage it effectively.

To manage conflict effectively Management should:-

1. understand the source of conflict whether it is structural or personal factors.
2. Use conflict resolution technique such as:

   Compromise if there is no clear winner and loser and if conflict takes much time.

   Collaboration if the conflicting members are trained in problem solving and if they have common goal.

   Arbitration if the conflicting parties are volunteers to accept arbitrator decision.

Punishment if there should be penalty for the purpose of eliminating or correcting undesirable behavior.

- Nearly all employees believed that conflict can be avoided through discussion and for this, communication plays role. There fore the management is advised to use the positive attitude of employees to communicate effectively on conflict resolution process that is important for positive change of organization.

- The less attention from management is the major reasons for non-existence of discussion that may leads to conflict. Therefore, the management is advised to give enough attention to discussion and make effective communication.

- The response of management for employees' grievances is not appropriate to solve conflict. As a result, management is advised to give enough attention for employees' criticism and accept employees' comments and criticism towards organizational activities by implementing effective communication since employees feel less satisfied and lose a sense of belongingness to their organization.

- Communication with in organization was sufficient. so the management is advised to encourage this sufficient communication in to more effective, that result to organizational productivity.

- Role of communication in resolving conflict was less in the municipality that may decline the quality of service. For that reasons management is advice to use effective communication, that is the corner stone of strong and healthy relation ship.

- Difference in attitude of employees to wards communication was the major factor that affect communication role not to achieve its goals (resolving conflict). Thus, the management advised to encourage the employees attitude on positive thinking of communication in conflict resolution by discussion.

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APPENDIX

JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION AND INFORAMTION SYSTEM

QUESTIONNAIRE TO BE FILLED BY TEH EMPLOYEES OF BURAYU MUNICIPALITY

A research questionnaire prepared for educational purpose that the objective of the research is only to know to what extent communication is applied in Burayu municipality .I request you to help me in answering the following questions. Trust that the data you give me is strictly confidential.

N.B

No need of writing name

Please , Put "X" Mark for the correct answer inside the box.

1. Sex

   Male ☐ Female ☐

2. Age

   18-25 ☐ 26-30☐ 31-41☐ 41-50☐ Above 50 ☐

3. Qualification

   Less than 12☐ 12 completed ☐ Diploma ☐

   First degree ☐ Above degree ☐

4. work experience

   Less than 5 years ☐ 5-10 years ☐ 11-15 years ☐

   16-30 years ☐ 31 and above ☐

5. Did you face a conflict with workers of your department and/ or other department?

   Yes ☐ No ☐

6. If your answer for question number (5) is " Yes", what were the reason for conflict?

   Work over load ☐ communication gap to resolve conflict ☐

   Lack of information☐ other _____

7. Do you think that the conflict between/ among employees of an organization is avoidable?

   Yes ☐ No ☐

8. If your answer for question number (7) is "Yes" by what techniques?

   Discussion ☐ punishment ☐ Compromise☐ Arbitration☐

   Court judgment ☐ Other_____

9. Is there any discussion in your organization concerning conflict?

Yes ☐ No ☐

10. If your answer for question number (9) is “Yes”, how many times?

Once a month ☐ Once a year ☐ twice a month ☐

Other_____

11. If your answer for question Number (9)is “No”, what is / are the reason?

Because it is almost use less ☐

Because the management do not give ☐

Because there is no enough time ☐

Attention or emphasis ☐ Others _____

12. How do you see the level of employees’ grievances or complaint answered by management ?

High ☐ medium ☐ Low ☐

13. Do you think that communication plays a key role in resolving conflict that occur between employees in as organization?

Yes ☐ No ☐

14. How do you see the communication that takes place in your organization?

Sufficient ☐ not sufficient ☐

15. If your answer for question number (14) is 'Not sufficient" what is / are the reasons?

Lack of attention☐ lack of awareness regarding communication use☐ Difference in attitude for communication ☐

Others_____

16. If your answer for question Number (14) is " sufficient" what is the level of communication role in resolving conflict?

High ☐ medium ☐ Low ☐

17. with whom do you have high relationship in your day to day activities in your organization?

Superiors ☐ co- workers ☐ subordinates ☐

18. Among the following communication roles, to which do you give more value?

Resolve conflict ☐ Discussion ☐

Giving command ☐ accomplishment of ordered work☐

Others_____

19. What constraint do you think put communication not to achieve the desired objectives (resolving conflict) ?

Cultural difference ☐difference in attitude towards communication☐

Language difference ☐ others _____