Workplace Conflicts and Their Effect on the Organizational Performance: The Case of Ethiopia, Amahara Region, Amhara Mass Media Agency

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Abstract

Maintaining good working environment without unresolved conflicts is important for the survival of a company in a competitive environment since it is inevitable. Nevertheless, most employees and management members looks unaware of its negative and positive impact at workplace. The aim of this study was to investigate the effect of workplace conflicts on the performance of Amahara Mass Media agency, Amahara region, Ethiopia. The study employed both descriptive and explanatory research designs with quantitative approach, and questionnaires were collected from 236 samples size which were selected out of 577 Amahara Mass Media agency Head office core processes owners by using both simple random probability and stratified purposive non-probability, sampling techniques. Both descriptive and inferential multiple regressions analyses were performed to test the hypotheses based on the gathered data. Descriptive analysis finding revealed that the employees' perception toward conflict inclined to dysfunctional view in addition to that communication problems, unfair treatment, and poor leadership were identified as the main causes, corresponds to; collaboration, accommodating, and compromising as the main strategy respectively. Besides, an inferential analysis shows that a positive and significant effect existed between task-conflict, process-conflict, intergroup conflict and performance, while relation conflict and intergroup conflict have negative and significant effect with the performance. The recommendation from the study was that the agency should give training to employees on conflict while the agency management should work to assure fairness, good leadership, and proper allocation of resources with having work guidelines.

Key Words: Psychological study, Management research, Mass-media and Conflict, Resolving disagreement, Politics, FM.

Introduction

The evidence of conflict among humans dates back to the appearance of humankind itself. The first conflict ever recorded in human existence was in the Bible when Cain killed his brother Able in the book of Genesis (Gen 4 vs. 8), and since then human existence has experienced different forms of conflict (Ahamefula, 2014). According to Robbins and Timothy (2013) organizational conflict is a process that begins when one party perceives that another party has negatively affected, or is about to negatively affects, something that the first party cares about. Similarly, Greenberg and Baron define conflict as a process in which one party perceives that another party has taken or will take actions that are incompatible with one's own interests. In different fields of study, many

researchers have undertaken studies on the issue of workplace conflict and they come up with important findings and recommendations. In line with this, the studies carried out in developed countries mostly observed the effects of conflict between two employees at workplace which reduces the productivity level and morale of doing the work that it leads to the poor organizational performance in terms of effectiveness and efficiency on production (Jennifer, 2010). Again, other research conducted on organizational conflict and its impact on organizational performance at universities of Botswana, in Botswana, African by Henry (2009) indicates that the major cause of organizational conflict is limited resource.

In Ethiopia, Gebeyehu (2013) conducted the study on "Factors Causing Workplace Conflict and its Outcome on Organizations: The Case of Wonji/Shoa Sugar Factory" focusing on the outcomes of conflict shows that conflict has an impact on the employees' physical and mental well-being as well as on their social relationships. in which the finding further illustrated that, in the organization, conflict appears at variety of forms and has varying causes and arises when the behavior or action of a person, group, or department contradicts the rules, regulations, or even social norms of part of the organization, the organization as a whole, or external entities such as regulatory agencies. Robbins and Timothy (2013) identify three sources of organizational conflict and indicate that an understanding of the source of a conflict improves the probability of effective conflict management. The main factors which serve as sources of conflict are identified as; communications conflicts arising from misunderstandings, structural conflicts related to organizational roles, and personal conflicts stemming from individual differences. Now a day, Conflict in Mass Media Agency is inevitable and now is becoming more evident that management of conflict is something that needs to be recognized and solved. This is the reason why the researchers aimed at to research conducting on the practices and impacts of conflicts have on the organizational performance in the case of an Amhara Mass Media Agency.

1. Literature Reviews

The concept of organizational performance is exliained by different scholars and researchers. However, Therkildsen and Tidemand (2007) as cited by Mallan (2013) by stating that it is not a precisely defined concept, described the concepts of organizational performances Intuitively, and in practice related it in to capacity to deliver basic goods and services, and to provide a suitable policy and regulatory environment for development to take place. Organizational performance is achieved by implementing the right strategies and technologies, improving organizational climate also by maintaining conducive organizational climate is one of the main jobs of the top management. One source of negative environment is conflict so conflict for a better result is important (Garcia, 2013). Regarding to the consequences conflict have on organizational performance, recent studies has demonstrated that conflict help managers in confronting reality and create new solutions to tough problems. When

conflict is well managed, it breathes life and energy into people's relationships and makes people more productive and it is also necessary for true involvement, empowerment and democracy. It allows people to voice their concerns and opinions and create solutions responsive to several points of view, as a result is, they become more united and committed (Garcia, 2013). So, Effective conflict management required that the grievances of the parties in addressing dispute or at least, reduce to its barest minimum so that the aggrieved parties feel palliated. According to Ojo (2005) effective conflict management, is crucial for corporate organizations because of its impact (directly or indirectly) on corporate performance.

Conflict have its own different types such as, interpersonal conflict also known as dyadic conflict (Rahim, 2001) which is one types of conflict that occurred between two or more members of the same organization or different hierarchical levels or unit. Conflict threatens self-esteem and also negatively affects all physiological systems in ways like the one accelerated heartbeat and increased muscle tensions (Riaz & Junaid, 2011). However, interpersonal conflict with colleagues is significantly related to personal outcomes (self-esteem, general well-being, emotional exhaustion), while interpersonal conflicts with superiors is significantly related to organizational outcomes such as job satisfaction, organizational commitment, turnover intentions and real turnover (Riaz & Junaid, 2011). In addition, different literatures classified interpersonal conflict as task Conflict which is about the distribution of resources, procedures and policies, and judgments and interpretation of facts (DeDreu & Weingart, 2003). As further explained by Jehn and Chatman (2000) when it is occurs due to arises of different opinions, viewpoints, decisions and proposed changes and another is relation conflict that is related to an awareness of interpersonal incompatibilities and also includes affective components such as feeling tension and friction. Although refers to conflicts about personal taste, political preferences, values and interpersonal style (De Dreu & Weingart, 2003). In contrast to task conflict, relationship conflict tend to be more dangerous considering the volatility and counter-productive nature that provide a negative impact on the group or team members (Mohd et al., 2016) and finaly, process conflict which is usually raised during dividing the task, delegating responsibility and deciding how to get work done and who will get it done is another type of interpersonal conflict (Behfar et al., 2008).

Furthermore, conflict is also raised between groups of the same organization which is called intra-group conflict also known as intradepartmental conflict. It refers to conflict among members of a group or between two or more subgroups within a group in connection with its goals, tasks, procedures, behavior and attitude (Riaz & Junaid, 2011). Such a conflict may also occur because of incompatibilities or disagreements between some or all the members of a group and its leaders. Similarly, conflict is also happened between two or more units or groups within an organization which is called intergroup/ interdepartmental/

conflict, here the manager can try to resolve the problem through problem solving tactics or following an internal dispute resolution process. Sometimes a facilitator can be useful to help discuss issues of conflict and related concerns. Such types of conflicts should be solved quickly if not it can destroy the organization. In-group thinking is an inseparable part of organizational life, which is why it guarantees a conflict. Managers cannot eliminate in-group thinking, but they should not ignore it (Bankovskaya, 2012). On top of this inter-organizational conflict is also other type of conflict which is occurred between different organizations. However, inter-organizational conflict most often can be resolved through mediation and acknowledging cultural differences (Ahamefula, 2014). Several possible ways exist for resolving each type of conflict. A manager needs to identify the orientation of the conflict he/she is dealing with before coming up with a resolution strategy.

In another case, regarding the factors that causes conflict, different authorities and researchers in the field of conflict management argued in different point of view. For instances (Robbins, and Timothy, 2013) in their study indicated all the factors that are related to the issues of conflict by grouping under three categories i.e., communicational, structural and personal. While, Greenberg et al., (1996) classified the major sources of conflict in organizations into two groups: these are; factors relating to organizational structure or functioning and factors relating to interpersonal relations. Also, the factors that are relating to interpersonal relations

are identified as lasting grudges (making people angry and look foolish publicly), faulty attributions (errors concerning the sources behind others" behavior), faulty communication, distrust and personal characteristics. Whereas, Greenberg et al., (1996) stated organizational sources of conflicts as; competition over scarce resources, ambiguity over responsibility and jurisdiction, interdependence and events stemming from it, reward systems, differentiation within organization, and power differentials between organization members. In addition, Szilagyi and Wallace (1983) on their part identified; goal incompatibility, decision making requirements, and performance expectations as prevalent sources of conflict. Although, Ayalew (2001) condensed the sources of conflict into five general categories: goal incompatibility, structural design, role expectation, degenerative climate and personal differences and likewise, McShane and V.Glinow (2010) categorize the causes of conflict in organizational settings in to six that are; incompatible goals, differentiation, interdependence, scarce resources, ambiguous rules, and communication problems.

From what researchers reviewed, however, many studies have been conducted on the issue (areas) of workplace conflict most of them focus on the management of conflict and few of them focused on the impacts it have on performance and related issues. Such as, Said et.al. (2016) in their study aimed to investigate the relationship between workplace conflict and job performance of staff in Terengganu higher learning institution of Malaysia. To specifically;

identify whether there is relationship between communication and job performance, examine whether there is a relationship between organizational structure and job performance and determine whether there is a relationship between personality factor and job performance revealed that communication is the major factor that affect conflict and job performance in addition to that a moderate positive relationship existed between communication and job performance. Also, Ahamefula, (2014) conducted a research on conflict management in the workplace at Centro Comunitário S. Cirilo in which the nature of conflict, the conflict process, conflict resolution skills and conflict management techniques in the case of workplace conflict in Centro Comunitário S. Cirilo is explored. Likewise, Atiah (2014) undertaken study aimed to find out the nature of organizational conflicts in the Health Institutions in the North Region of Ghana, at Tamale Teaching Hospital and Tamale Central Hospital on the concepts of organizational conflicts and how these affect the individuals and group members at the workplaces the study recommends that management as well as the staff should try to come to consensus in conflict situations and such misunderstandings should be taken in good faith and dealt with, for peaceful co-existence and healthy organizational climate.

Regarding Conflict Handling Styles Robbins and Timothy (2013) puts the most common ones based on their degree of variations of the five-category model by depicting it two dimensions— *cooperativeness* (the degree to which one party attempts to satisfy the other party's concerns) and *assertiveness* (the degree to which one party attempts to satisfy his or her own concerns). The first one is competing that shows when one person seeks to satisfy his or her own interests regardless of the impact on the other parties to the conflict, that person. Collaborating, when parties in conflict each desire to fully satisfy the concerns of all parties, there is cooperation and a search for a mutually beneficial outcome. In collaborating, the parties intend to solve a problem by clarifying differences rather than by accommodating various points of view. If you attempt to find a win–win solution that allows both parties' goals to be completely achieved, that is collaborating. Avoiding, that is when a person may recognize a conflict exists and want to withdraw from or suppress it. Examples of avoiding include trying to ignore a conflict and avoiding others with whom you disagree. Accommodating, is a party who seeks to appease an opponent may be willing to place the opponent's interests above his or her own, sacrificing to maintain the relationship. We refer to this intention as accommodating. Supporting someone else's opinion despite your reservations about it, for example, is accommodating and also compromising, at which clear winner or loser is not defined. Rather, there is a willingness to ration the object of the conflict and accept a solution that provides incomplete satisfaction of both parties concerns. The distinguishing characteristic of compromising, therefore, is that each party intends to give up something. Intentions are not always fixed. During the course of a conflict, they might change if the parties are able to see the other's point of view or respond

emotionally to the other's behavior. However, research indicates people have preferences among the five conflict-handling intentions we just described. We

can predict a person's intentions rather well from a combination of intellectual and personality characteristics.
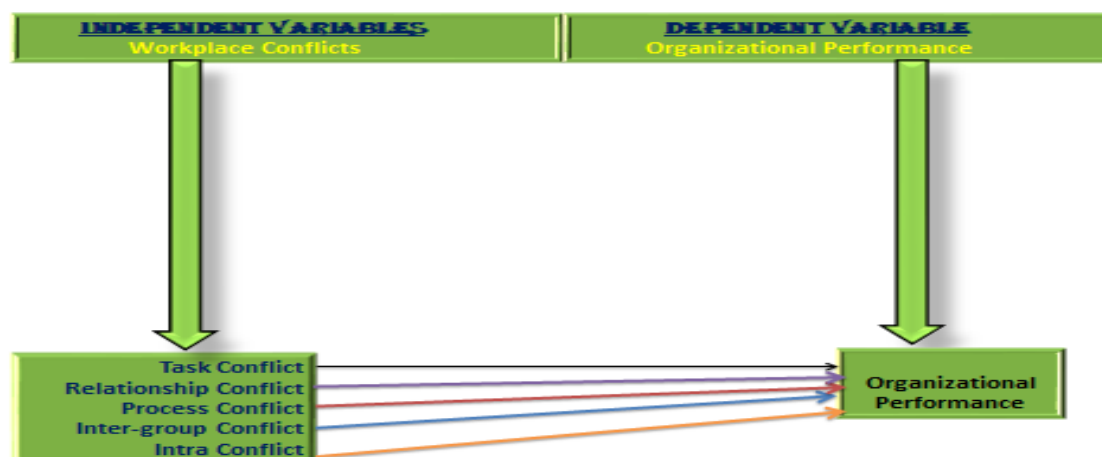
Conceptual Framework's

Consequently, now a day, Conflict in Mass Media Agency is inevitable and now is becoming more evident that management of conflict is something that needs to be recognized and resolved. According to broadcast agency of Ethiopia official website, there are above 12 mass media agency throughout Ethiopia. Moreover, from the list Amhara Mass Media Agency is the one and has been serving the Amhara people for the past two decades. Conflict affects the physical and mental health of employees by creating tension, stress, guilt, frustration and hostility (Robbins, 2015). As per the information gathered through interviews with some department heads like, supportive human resource process owner, disciplinary committee members, FM Bahir Dar core process owner and some employees of the organization, there is a continuous organizational conflict within the agency because of different reasons i.e. incentive

practice, discrimination etc. Besides, such conflicts in the workplace results in employee's dissatisfaction with their workplace and absenteeism in the workplace and loss of interest to work in the agency. This in turn creates some gap in quality service provision and the overall effectiveness of the organization. To add, there is a tendency to recognize all conflicts encountered in an organization as a destructive conflict. Having this the researcher realizes that organizational conflict is a big question in Amhara Mass Media Agency. So, findings from this study are helpful for academicians, for policy makers in the area by providing a deeper understanding of the critical workplace conflicts and their impact on the organizational performance.

Therefore, this study was intended to generally to assess workplace conflicts and their impact on the organizational performance on Amhara Mass Media Agency and specifically to;

i. To assess the perception of employee

toward conflict in Amhara Mass Media Agency

ii. To assess the major cause of conflict in the organization,

iii. To identify the most used management style in the organization,

iv. To evaluate the effect of workplace conflicts on the performance of the Agency.

2. Methodology

The study employed both descriptive and explanatory research designs. In addition, the researcher applied quantitative research approach Kothari (2004). The study was used the descriptive survey design and explanatory research design. The researcher was used both primary and secondary data sources. The population of the study was comprised all employees of Amhara Mass Media Agency employees. The data collection method in this study was a survey method. Moreover, to gather data from sample respondents the researcher data collection tools was a questionnaire. The questionnaire contained closed end questions. Furthermore, data analysis**;-** There are two major categories of statistical techniques descriptive and inferential statistics (Bhatacherjee, 2012). In process of data analysis, Statistical Package for Social Science (SPSS) software was used to analyze the data collected from respondents. So, to undertake this study the sample size of the study was determined by using Yaro Yamane (1969) technique as applied in below;

$$n = \frac{N}{1 + N(e)2} \qquad N = \frac{577}{1 + 577(0.05)2} = N = \underline{\mathbf{236}}$$

Where; **N** = population **e** = Level of significance (0.05)

❖ **The sample size is therefore 236.**

In general, probability and non-probability sampling techniques were applied. From probability sampling both stratified and simple random sampling were used. In addition, from non-probability sampling purposive sampling was exploited.

| Head office Name of core process owner	Population	Percent out of the total	Sample Size
TV	104	22.75	54
FM	57	12.47	29
Radio	35	7.658	18
Bekur NP	18	3.938	9
Nation nationality	46	10.06	24
Finance	60	13.129	31
HR	6	1.31	3
R&D	12	2.625	6
Technique	86	18.813	44
Promotion and market	18	3.938	9
Audit	3	0.656	1
Zonal FM stations coordinator	1	0.218	1
News directorate	7	1.531	2
Gender expert	1	0.218	1
Complaint Inquiry expert	1	0.218	1
Placement expert	2	0.437	1
Total	457	100	236

Sample Size distribution (Source: survey data, 2021)

3. Results

3.1 Descriptive Statistics Results
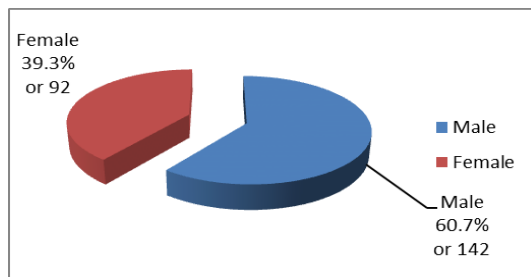
Figure 1: Respondents Gender Distributions (Source: survey data, 2021)
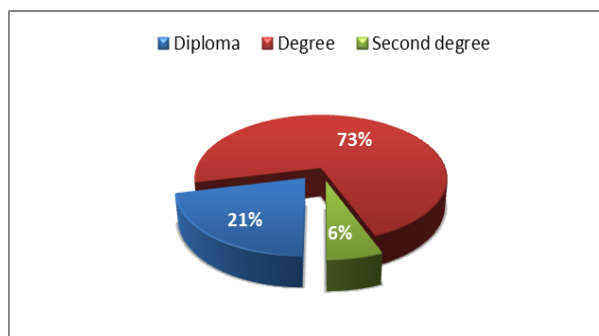
Figure 2: Education Levels of Respondents

Figure 1 shows the different gender of respondent in accomplishing this research. Majority of respondents are male which consisted of 142 respondents (60.7%), and female respondents made up the remaining 92 respondents (39.3%).

Figure 2 shows the education level of the respondent. The majority of the respondents own Bachelor of degree that is 170 respondents (73%), 50 respondents (21%) hold diploma and Master holder consists of 14 respondents (6%).

Table 1: Length of Respondent Work Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than one year	22	9.4	9.4	9.4
	Above one year - 3 years	35	15.0	15.0	24.4
	Above 3 years-6 years	109	46.6	46.6	70.9
	Above 6 years - 10 years	36	15.4	15.4	86.3
	Above 10 years	32	13.7	13.7	100.0
	Total	234	100.0	100.0	

Source: own SPSS computation, 2021

Again **Table 1** Above illustrates, 46.6% of respondent have served Amhara Mass Media Agency for three up to six years, 15.4% of them served above six years up to 10 years, 15% gave service for one year –three years, 13.7% have above 10 years' experience and only 9.4% have served the agency less than a year.

Table 2: Causes of Conflicts

N o	Workplace conflict causes	Strongly disagree		Disagree		Neutral		Agree		Strongly Agree		Statistics	
		F Q	%	F Q	%	F Q	%	F Q	%	F Q	%	Mea n	SD
1	There is poor leadership by manager	7	*3.0*	27	11.5	32	13.7	126	53.8	42	17.9	3.72	0.987
2	Unfair treatment is practice in the agency	6	2.6	21	9.0	18	7.7	128	54.7	61	26.1	3.93	0.962
3	Individual differences exist with my workmates	18	7.7	36	15.4	32	13.7	108	46.2	40	17.1	3.50	1.169
4	There is poor communicati on	9	3.8	24	10.3	11	4.7	154	65.8	36	15.4	3.79	0.957
5	Disagreement arise from incentives and other benefits	12	5.1	26	11.1	32	13.7	104	44.4	60	25.6	3.74	1.113
6	There is lack of honesty, openness and trust	55	23.5	114	48.7	23	9.8	27	11.5	15	6.4	2.29	1.138
7	There is no clarity of roles and responsibilitie s	19	8.1	42	17.9	38	16.2	98	41.9	37	15.8	3.39	1.186
8	There is heavy workload	78	33.3	62	26.5	19	8.1	57	24.4	18	7.7	2.47	1.368
9	The shifts are	29	12.	10	42.	34	14.	55	23.	16	6.8	2.70	1.16

	long	4	0	7		5	5	5					0
10	There is job stress	13	5.6	62	26.5	29	12.4	100	42.7	30	12.8	3.31	1.157
11	There is competition between colleagues	27	11.5	80	34.2	42	17.9	74	31.6	11	4.7	2.84	1.134
12	Lack of cooperation is evident among employees	20	8.5	74	31.6	21	9.0	98	41.9	21	9.0	3.11	1.196
13	Lack of resources	20	8.5	44	18.8	21	9.0	106	45.3	43	18.4	3.46	1.229
14	There is no recognition	80	34.2	87	37.2	9	3.8	43	18.4	15	6.4	2.26	1.278

Source: own SPSS computation, 2021

As indicated in item four from Above **Table 2**, which demonstrated the results for causes of conflicts in Amahara Mass Media Agency, the existence of poor leadership by managers (item 1) as the source of conflict acquired the total respondents' responses of, 71.7%, however, 14.6% of the participants complained about the existence of conflict due to poor leadership, apart from this, 13.7% of the respondents were "undecided "on the issue. Next to this, Item two, Practice of Unfair treatment in the agency was also indicated as a source of disagreement with 80.8% of the participants agreed with the item that it aggravates conflict in their organization, while 19.2% of them disagreed or undecided with the item. Although, the respondents rated the (3rd item), "Individual differences exist with my workmates" as the source of conflict with a proportion of, 63.3% of them address their state of agreement with the item;

23.1% of the participants were against the idea and 13.7% of them were in a dilemma. Again, 81.2 % of the respondents agreed that communication problems (item 4) contributed to the sources of conflict in the agency under investigation; conversely, 18.8% of the participants were undecided and not convinced by the item. Correspondingly, disagreements arise from incentives and other benefit (item 5) which is also considered as another source of conflicts in the agency since the result, 70% of the respondents affirm their state of agreement with the item. Yet, the item did not satisfy 16.2 % of the respondent and 13.7% participants were undecided on the question and lack of honesty, openness and trust (item 6) with responses of 72.2% disagree, 17.9 % agree, were also considered as sources of conflict. "The existence of no clarity of roles and responsibilities (item 7)" rated by the participants as the seventh cause of

conflict. 57.7percentage participants were agreed on the issue. Contrary 26% of the participants were disagreed with. Besides, 16.2 % were undecided.

Respondents are also agreed and disagreed with 32.1% & 59. 8%, respectively regarding heavy workload (item 8) as a cause of workplace conflict. The shift length (9 item), 30.3% agreed & 55. 1% disagreed proportion of respondents' shows the causes of conflict. Furthermore, based on the questionnaires the existence of job stress (item 10), in Amhara Mass Media Agency identified as the additional cause of conflict in the workplace since 55.5% of the participant agreed upon it. Besides, 32.1 of them become against of the question and 12.4 % of the respondents were undecided on the question. Moreover, competitions between colleagues (item11) shows 36.3% & 45.7%, of respondents are agree and disagree respectively, Yet again, the lack of cooperation among employee in the agency (item 12) is also considered as another cause of conflict. That show 50.9 % of respondents' are agreed, 40.1% of the respondent disagreed on the issue, 9.0% were undecided on it. Respondent chose lack of resources (item 13) as the fifth cause of conflict and 63.7% of the participants were agreed on the question, whereas 27.3% of the participants contradicted the question. Only 9% of the participants were undecided on the issue and absence of enough recognitions (item 14) 24.8% agree &71. 4% disagree are indicted in Amhara Mass Media Agency by respondents as causes of workplace conflicts.

Table 3: Organizational Performance Indication Items

Items Degree of Responses	We achieve profitability (1st item)		We have reduced staff turnover (2nd item)		Our company has good reputation (3rd item)		We achieve program outcomes efficiency (4th item)		There is increase in customer satisfaction 5th item)		Reduced absenteeism is characteristic of our organization (6th item)		There realize improved productivity (7th item)	
	Fr.	%	Fr.	%	Fr.	%	Fr.	%	Fr.	%	Fr.	%	Fr.	%
SD	12	5.1	30	12.8	42	17.9	11	4.7	51	21.8	32	13.7	28	12.0
D	68	29.1	44	18.8	37	15.8	77	32.9	77	32.9	54	23.1	40	17.1
N	17	7.3	23	9.8	21	9.0	11	4.7	00.00	00.00	14	6.0	11	4.7
A	74	31.6	89	38.0	99	42.3	82	35.0	66	28.2	95	40.6	93	39.7

SA	63	26.9	48	20.5	35	15.0	53	22.3	40	17.1	39	16.7	62	26.5
Mean	**3.46**		**3.35**		**3.21**		**3.38**		**2.86**		**3.24**		**3.52**	
SD	**1.297**		**1.338**		**1.365**		**1.279**		**1.468**		**1.343**		**1.359**	
Rank	**2**		**4**		**6**		**3**		**7**		**5**		**1**	

Source: own SPSS computation, 2021

In another case, the frequencies of respondents towards dependent variable, organizational performance was also demonstrated in Table 3 Above. So, the request for "We achieve profitability"(1st item) scored mean value of 3.46 for which, 74(31.6%) of participants were agreed, 26.9 % were strongly disagreed and 29.1% of them disagreed, 5.1% strongly disagreed. While, 7.3% of the participants were undecided. Next to this, the statements "We have reduced staff turnover" (2nd item) scored mean value of 3.35 with 38% of the participants were agreed, and 20.5% were strongly agreed. Nevertheless, 18.8% disagreed, 12.8 strongly disagreed and 9.8% of them undecided on the issue. Again, the statement "Our Company has good reputation" (3rd item), mean value is 3.21 and the percentage of the respondents were 42.3%, 15%, 15.8%, 17.9%, 9% were agreed, strongly agreed, disagreed, strongly disagreed and were undecided respectively. The (4th item) which request for "the efficient achievement of program outcome" scored mean value of 3.38. Again, for the statements 22.3%, 35%, 4.7% of the respondents were strongly agreed, agreed and undecided respectively although 32.9% were, disagreed and 4.7% strongly disagreed. Likewise, for the request that "There is increase in customer satisfaction" (5th item) is shows the mean

value of 2.86 from the questionnaires respondents responses is were strongly agreed, agreed, disagreed, and strongly disagreed is 17.1%, 28.2% , 32.9% ,and 21.8% respectively. Moreover, "Reduced absenteeism is characteristic of our organization," (6th item) have mean score of 3.24 and respondents' degree of responses shows that 16.7% of them strongly agreed, 40.6% of the agreed while 23.1% of them disagreed, 13.7% of them strongly disagreed and 6% of them were undecided. finally, the last statements, "There realize improved productivity (7th item)" scored 3.52 mean value of which strongly agreed and agreed respondents were 27% and 39%, whereas, there are 12% and 17% of the respondents strongly disagreed and disagree with the statement and the last is neutral, which consist of 4.7%.

3.2. Inferential Statistics Results
Table 4: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	88.067	5	17.613	53.016	.000 b
	Residual	75.749	228	.332		
	Total	163.816	233			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Inter group conflict, Intra group conflict, Relation conflict, Process conflict, Task conflict

Source: own SPSS computation, 2021

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733[a]	.538	.527	.57640

a. Predictors: (Constant), Inter group conflict, Intra group conflict, Relation conflict, Process conflict, Task conflict

b. Dependent Variable: Organizational Performance

Source: own SPSS computation, 2021.

Table 6: Coefficient of Determination

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.520	.320		7.866	.000		
Task conflict	.161	.047	.198	3.414	.001	.605	1.654
Relation conflict	-.120	.040	-.155	-3.019	.003	.769	1.301
Process conflict	.191	.050	.210	3.823	.000	.675	1.482
Intra group conflict	-.219	.050	-.240	-4.427	.000	.690	1.450
Inter group conflict	.218	.050	.223	4.343	.000	.772	1.295

a. Dependent Variable: Organizational Performance

Source: own SPSS computation, 2021

A regression analysis of dependent variable **Y** (organizational performance-**OP**-) against **X₁** (Task conflict), **X₂** (Relation conflict), **X₃** (Process conflict), **X₄** (Intra group conflict) and **X₅** (Inter group conflict) was done and the results are summarized in tables below.

The regression function adopted for the purposes of this study was given as;

$$Y_n = \beta_0 + \beta_1 TC + \beta_2 RC + \beta_3 PC + \beta_4 IRGC + \beta_5 IGC + \varepsilon_i$$

Where **Y** – Organizational performance (OP) is dependent variable and the independent variables are;

TC – Task conflict   **IRGC** – Inter group conflict

RC – Relationship conflict   **β0** – Constant term

PC – Process Conflict   **βis** – Regression Coefficients

IC – Intra conflict   **εi** – Stochastic error term

4. Discussions.

Based on the fact obtained from the data regarding the demographical distribution of the respondents, it is undutiful to conclude that majority percent of the employees are well educated and it refers that it is satisfactory as depicted in **figure 2.** Again, it is indicated in **Table 1** that the majority of respondents know each other for a long period. This helps for one part knowing the others' part of strength and weakness. Moreover, it is evidence that how they are experienced about the past events in the agency either to foster conflict intentionally or resolve it.

In another case, the respondents feedback for the item which requests them to responds to raised items for the descriptive analysis of the independent and dependent variables based on their degree of agreement shows that; firstly, regarding to the items related with independent variables i.e., causes of conflict illustrated that, of all the items raised by the researchers in this study, communication problems contributed as the first major sources of conflict in the agency under investigation which accounts 81.2% followed by Practice of Unfair treatment in the agency which is considered as second source of disagreement to which 80.8% of respondents are agreed that it aggravates conflict in their organization. Surprisingly, another item titled the existence of poor leadership by managers was taken as the third major source of conflict since 71.7% of respondents replied that poor leadership creates conflict. Again, "disagreements arise from incentives and other benefit" was considered as the fourth source of conflicts in the agency as a result shows, 70% of the respondents affirm their state

of agreement with the item in addition "respondent chose lack of resources" as the fifth cause of conflict which shows 63.7 % of the participants were agreed on the question. Whereas, the 3rd item "Individual differences exist with my workmates" is another sources of conflict which is rated as the sixth source of conflict by respondents because of that 63.3% of them address their state of agreement with the item. Also, "The existence of no clarity of roles and responsibilities" rated by the participants as the seventh cause of conflict with 57.7% of participants were agreed on the issue. Further, based on the questionnaires the existence of job stress in Amhara Mass Media Agency identified as the eighth cause of conflict in the workplace since rate of 55.5% of the participant agreed upon it. Followed by, lack of cooperation among employee in the agency responded by above 50% of the respondent, competition between colleagues 36.3% are agreed, heavy workload 32.1% are agreed, the shift length 30.3% agreed, absence of enough recognitions 24.8% agree and lack of honesty, openness and final, trust 17.9 % agreed were also considered as sources of conflict in Amhara Mass Media Agency by respondents.

Furthermore, the respondents responses toward the dependent variable organizational performance shows that, Among the entire statements, the highest rank fall to the statement of "There realize improved productivity" with the mean of 3.52 and a total of 66% degree of agreement. The requests for "We achieve profitability" is become the 2nd measurement of organizational performance with mean value of 3.46 and,

58.5% of participants were agreed on it. Again the item said "We achieve program outcome efficiency "ranked 3rd with the mean of 3.38 and total of 57.3% agreed feedback. The statements "We have reduced staff turnover" score mean value of 3.35, is ranked as the 4th item which is used as a measure of organizational performance with 58.5% of the participants were agreed totally. Followed by items, "Reduced absenteeism is characteristic of our organization with mean of 3.24 and 16.7%," the statement "Our Company has good reputation" with mean of 3.21 and 42.3% , and finally "There is increase in customer satisfaction" with mean value of 2.86 and 17.1% of them were strongly agreed.

Moreover, concerning the inferential analysis of the study, based on the regression analysis output the following discussion is undertaken. Based on the model function given as;

$$Y_n = \beta_o + \beta_1 TC + \beta_2 RC + \beta_3 PC + \beta_4 IRGC + \beta_5 IGC + \varepsilon_i$$

Where; **Y** (organizational performance-**OP**-) against X_1 (Task conflict), X_2 (Relation conflict), X_3 (Process conflict), X_4 (Intra group conflict) and X_5 (Inter group conflict) was done and the results are summarized as; So, **OP** = 2.520+0.161 TC – 0.120RC +0.191PC–0.219IRGC+0.219IGC+ ε_i

From the above model, it is clear that organizational performance has a negative relationship between organizational performance and relationship conflict; Intra group conflict. Contrary Organizational performance has positive relationship with Task conflict, Process conflict and Inter group conflict and all independent variables are significant.

5. Conclusions

From the research result, conclusions can be drawn as; majority of sample respondents feels that conflict is avoidable and hence, they view it as bad, negative and destructive despite the fact that considering it as a positive indicator of innovations and development. Additionally Communication problems, unfair treatment, poor leadership, unfair incentive and benefit practice, lack of resources and individual difference were identified as the main cause of the conflict in the agency. The employees conflict management styles preferred were collaborating, accommodating, compromising, competing and avoiding that implies the employees are practicing societal norms for mediation and discussion to come into peace. Fundamentally, in this study five workplace conflicts are identified and examined on their relationship with organization performance. Task conflict refers to disagreements on task being performed. There is a positive relationship between task conflict and organization performance. Relationship conflict is mainly on interpersonal incompatibilities and it is proven that it affects organization performance negatively. Process conflict is subject to the disagreements regarding logistical and delegation issues. Based on the results, process conflict has a positive outcome on organization performance.

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