

**ST. MARY'S UNIVERSITY
BUSINESS FACULTY
MANAGEMENT DEPARTMENT**

**AN ASSESSMENT OF CONFLICT MANAGEMENT
PRACTICE IN OROMIA INTERNATIONAL BANK S.C:
THE CASE OF CHAFE BRANCH**

**BY
WERASH DEBELE**

**JUNE, 2014
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ADDIS ABABA**

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**A SENIOR ESSAY SUBMITTED TO THE
DEPARTMENT OF MANAGEMENT**

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Appendices

St Mary's University

Business Faculty

Department of Management

Questionnaires to be filled by both clerical and non clerical staffs of oromia International Bank s.c chefe branch.

Part One:-General Remark

First of all, I would like to extend my thanks for your willingness to answer this questionnaire. The purpose of this questionnaire is to obtain reliable information that ranges from the source of conflict to how conflicts are resolved in the branch.

All in formations provided by the staffs will be kept confidential and used only for academics purpose.

There is also no right or wrong answer and what is required is to show the level of opinion to each items.

Part Two: - Background information

Direction: - Put a tick mark in the circle for the answers you choose.

1. Name of the branch _____
2. Sex:
 - Male
 - Female
3. Age:
 - 18-29
 - 30-39
 - 40-49
4. Service year in the organization _____

1 What is your attitude towards conflict?

- Positive
- Negative
- Both
- Neutral

2. if your answer for Q1 is positive, why? Explain

3. if your answer for Q1 is negative, why? Explain

4 .what type of conflict are the most prevalent in the branch? Rate them on the basis of their frequency of occurrence in the branch.

No	Prevalent type of conflict in the branch	Strongly agree	agree	neutral	disagree	Strongly disagree
1	Superior-Subordinate					
2	formal					
3	informal					
4	Conflict on the goal and work of the branch					
5	Conflict on how works get done in the branch					
6	Relationship conflict					
7	Intra personal conflict					
8	Intra-group conflict					
9	Inter-personal conflict					
10	Inter-group conflict					

5. The following table provides the potential source of conflict. Please check against issues that do you think is the type of conflict which is prevalent in the branch:

No	Prevalent type of conflict in the branch	Strongly agree	agree	neutral	disagree	Strongly disagree
1	Competition for better position					
2	The dynamic change in the banking industry					
3	Incompatible personality					
4	Poor communication					
5	Unreasonable or unclear policy, procedure and rules.					
6	Decision making process					
7	Status difference					
8	Reluctance to identify and resolve conflict					
9	Perceptual difference on values, facts, norms					
10	Un achieved expectations					

6. What is your work relationship with other work unit?

It is dependent on other work unit

It is not dependent on other work unit

It is unable to work without the support of other work unit

7. If your answer for Q6 is dependent or not dependent, have you experienced conflict among the work unit before?

Yes

No

8. If your answer for Q7 is yes, what is your reason? _____

9. Have you ever been in conflict with your immediate supervisor?

Yes

No

11. If your answer for Q9 is NO, what did you do then after?

O Accept the decision

O Reject the decision and go to the higher organ

O Tried to leave job

12. if your answer for Q9 is yes, were you involved in the conflict resolution?

O Yes

O No

13. if your answer for Q12 is yes, how were you involved in the conflict resolution?

O It aggravates the conflict rather than solving it

O The management imposed its decision on me

O It made me the branch effective

O Any other _____

14. If your answer for Q12 is no, what is the reason? Describe _____

15 .Do you think there are any other reasons of conflict in the branch?_

16. Which one do you think the branch use conflict resolution as vital role of management?

O By no means is conflict seen as role of management.

O The management considers conflict resolution as one of its duty.

17. If conflict resolution is not considered as vital role of management, how do you see its impact on the achievement of the branch profit?

O It will not have any negative consequence

O The branch cannot use conflict for creativity& innovation.

O It is difficult to explain its impact on the achievement of its goals.

18. How do you see the general conflict practice in the branch?

O It is something that needs reform in order to contribute for the branches goal achievement.

O The branch must continue in the existing mode of conflict resolution practice.

O Before taking any transformational measure, the conflict practice should be studied thoroughly.

O It is difficult to express as what measure will be taken.

19. What are the conflict handling techniques which are mostly used in the branch?

O Integrating

O Obliging

O Dominating

O Avoiding

O Compromising

Appendix B

Interview Questions

1. Describe how you approach conflict in your professional life and in your private life, are there any differences?
2. What is usually your concern/objective in a conflict?
3. What triggers conflict for you?
4. Explain how that knowledge has affected your behavior in conflict management?
5. Describe what is most important for you, a fair decision making process or the outcome?
6. Explain how you reflect over a conflict that you are involved in?
7. Is there any area within conflict management where you would like to improve your skill? Any other thing you want to say about conflict?

Thank You!

I.I Background of the study

While no single definition of conflict exists, most definitions involve the following factors: there are at least two independent groups, the groups perceive some incompatibility between themselves, and the groups interact with each other in some way (Putnam and Poole, 1987). Two example definitions are, "process in which one party perceives that its interests are being opposed or negatively affected by another party" (Wall & Callister, 1995, p. 517), and "the interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities" (Rahim, 1992, p. 16).

There are several causes of conflict. Conflict may occur when:

- A party is required to engage in an activity that is incongruent with his or her needs or interests.
- A party holds behavioral preferences, the satisfaction of which is incompatible with another person's implementation of his or her preferences.
- A party wants some mutually desirable resource that is in short supply, such that the wants of all parties involved may not be satisfied fully.
- A party possesses attitudes, values, skills, and goals that are salient in directing his or her behavior but are perceived to be exclusive of the attitudes, values, skills, and goals held by the other(s).
- Two parties have partially exclusive behavioral preferences regarding their joint actions.
- Two parties are interdependent in the performance of functions or activities.

(Rahim, 2002, p. 207)

Oromia international bank s.c was established in accordance with the pertinent laws, regulations and the 1960 commercial code of Ethiopia, by the monetary and banking proclamation no 83/1994 and by the licensing and supervision of banking proclamation No 592/2008. Accordingly, on September 2008, OIB obtained a banking business license. At the time of its establishment, OIBs Authorized capital was birr 1.5 billion, whereas its subscribed capital was birr 279.2 million, and its paid up capital was birr 91.2 million. OIB began operation on October 25, 2008 by opening its first branch at Dembel city center. More specifically, its branch was named bole branch.

Vision

”To be the bank of your first choice”

Mission

We are committed in providing full-fledged and best quality commercial banking services within the pertinent regulatory requirements with due diligence to sustainable business while empowering the missing middle and discharging social responsibility by engaging highly qualified, skilled, motivated and disciplined employees and state of the art information technology, adding real value to the shareholders interest and win the public trust.

OIB Chefe Branch is one of the sixty eighth branch located around bole medhanealem comprehensive higher school. The branch has 35 staffs out of which two staffs are managerial position, twenty six staffs are clerical staffs & seven staffs are non-clerical staffs. The branch has its own culture of solving problems (source: brochure printed on 2012.)

1.2 Statement of the problem

Conflict is inevitable in organization where individuals and groups interact to produce complex output or achieve their goals. Although conflict can often be destructive, at other time it may stimulate creativity, encourage flexibility and even be satisfying because it provides an interesting environment to work in. (skeran, 2004:374).

OIB has all level of managers and units who have different interest and unique characteristic shaped by cultural, social, environmental and educational backgrounds under similar organizational goals and objectives. Cultural diversity and complexity of interest and leadership problems leads to conflict. Racial and cultural diversity in the workplace depends on the type of job, the type of industry and the local community in which the branch is operating. You may work with people who you would never choose to be in your inner circle. Racial and cultural conflicts arise when one emphasize differences and ignore similarities. In the other way, when an individual's personal goals are at odds with the goals of the organization, the individual may be tempted to fight for his/her personal goals, creating a conflict situation that will hamper success of the branch. In addition, leaders in the branch who cannot deal with subordinate use emotional deceive as a weapon on destruction & they may not give enough information for their

subordinate in which case conflict may arise due to lack of communication. This situation affects the overall performance and productivity of the branch. Thus, the student researcher is going to conduct this research assumes that conflict has an adverse effect on OIB Chefe Branch.

Therefore, all the above initiates the student researcher to explore problems related to conflict management practice in OIB Chefe Branch. Thus, this research paper assumes that conflict between individuals and groups tend to result in an adverse effect in OIB Chefe Branch on the achievement of its goals.

1.3 Research questions

Based on the above problem, the student researcher will raise the following basic questions to be addressed:

1. How often conflict occur in the branch?
2. How does the conflict affect the branch?
3. How do conflicts had been managed in the branch ?

1.4 Objectives of the study

1.4.1 General Objective

The general objective of the research is to explore conflict management practice in OIB Chefe Branch and to suggest possible solutions for the problem.

1.4.2 Specific Objectives

In addition to the above general objective, there are some other specific objectives of the study and they are stated as follows:

- To investigate the causes of conflict in the branch.
- To investigate how often conflicts occur in the branch.
- To examine how conflict affect the branch.
- To examine how conflicts are resolved in the branch.

1.5 Delimitation/ Scope/ of the study

Conflict occurs at all level of the organization. The study emphasized on the identification of sources of conflict and to give constructive ideas to OIB particularly to chefe Branch. To make the research comprehensive, it is good to have crucial information from all branches and head office organs. Nevertheless, due to time and budget constraint, the study is going to focus on chefe branch within the time frame of 2004 e.c up to 2006 e.c.

1.6 Significance of the study

The result of the study is expected to provide:

- Relevant feedback to the branch about conflict management in order to improve their future practice in the branch.
- Enables the student researcher to acquire basic experiences and knowledge about conflict and conflict management practice in OIB Chefe Branch.
- It can be used as a reference for further study on a related issue.

1.7 Definitions of terms/concepts/

Conflict: in the context the student researcher uses conflict to mean conflict between and among employees and the management within the branch.

Goal: the goal of the branch that is going to be achieved (Profit, customer satisfaction, increase in number of customers etc)

1.8 Research Design and methodology

1.8.1 Research design

To carry out this paper, the student researcher is going to use descriptive research method since the aim of this study is to assess and describe situations in the branch and it will help to easily understand and interpret data to be collected.

1.8.2 Population, Sample size and Sampling Technique

The researcher is going to use census survey since the number of employees to be contacted is 35 (below hundred) and it is appropriate and possible to contact and

interview or distribute questionnaire to all the 35 employees. Data-gathering instruments are 70% by questionnaire and 30 % by interview.

1.8.3 Type Of data

The student researcher used both primary and secondary data for its research. Primary data can be collected from interview and questionnaire. The secondary data is from documents and staff files.

1.8.4 Methods of data collection

Questionnaire is the major way of collecting important data for the research since every employee has to express his/her feeling without fear of the observation of immediate supervisor in the branch. The student researcher also used interview to gather data.

1.8.5 Data Analysis method

The information obtained from different sources is analyzed mainly by descriptive statistical method of research which involves analysis of the data in tabular form and percentage method. The data collected from the census survey in the form table for simplicity purpose. The response from interview is compiled and put in the form of paragraph.

1.9 Organization of the study

This research paper contains four chapters. The first chapter, which is the introduction part, will contain general ideas about conflict, sources of conflict, the establishment of the bank and the branch that the research is going to be takes place, it vision and mission.

The second chapter deals with the theoretical frame work and views of different Authors about conflict management.

In the third chapter, data collected from respondents by using questionnaires, and interviews are presented, analyzed and interpreted.

The forth chapter will contain conclusion and recommendation of the researcher.

1.10 limitations

The major challenge I faced was in conducting the interview with the selected seven employees of the branch. It was difficult to get the employees one by one and interview since the branch has a lot of routine works and they were too busy to do so. So I conducted the interview outside the working hour by persuading the employees.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 General overview of conflict management

This chapter will provide a review of literature related to conflict and conflict management styles, and how these concepts relate to gender and leadership effectiveness of supervisors within organizations. In this chapter, the various conflict management styles referenced in this study will be reviewed, and an overview will be given of how these definitions relate to past and current scholarship. Second, what scholarly literature reveals regarding the role gender occupies in conflict management will be discussed.

Third, an overview of the studies which have been performed on leadership styles will be presented. Fourth, the relevant research that has been conducted on the leadership styles of women and men in organizations will be discussed, and the limitations that exist within this research will be examined. Finally, the theoretical base for this study will be established by reviewing the tenets of social role theory. Additionally, how social expectations shape women's behavior and interaction in an organizational setting will be examined, as well as how perceptions of women leaders are shaped by their subordinates.

2.2 Definition of conflict and conflict management style

Wilmont and Hocker (2001, p. 41) state that conflict is "an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources and interference from others in achieving their goals" and conflict management styles refer to "patterned responses, or clusters of behavior, that people use in conflict" through diverse communication tactics (Wilmot & Hocker, 2001, p. 130). At the individual level, conflict begins "when one party perceives that the other has negatively affected, or is about to negatively affect, something that he or she cares about" (Thomas, 1992, p. 653). At the cultural level, conflicts occur between members of different cultures, and members of the same culture who feel that cultural rules or norms are being violated (Wilmot & Hocker, 2001, p. 66). Although the definitions of conflict are different from one researcher to another and are dependent on situational variables, conflict can be generally defined as the interaction of interdependent people who perceive opposition of goals, aims and values, and who see the other party as potentially interfering with the realization of these goals (Putnam & Poole, 1987).

If an individual is perceived to manage conflict in an appropriate and effective manner within an organizational setting, that individual is also perceived to be more competent in general (Gross & Guerrero, 2000). Researchers in recent years have evaluated the basic assumptions underlying organizational conflict, questioning much of the existing body of conflict research

2.3 Description of Conflict Management Styles

Conflict management style has been and continues to be measured by a variety of classifications. Follett (1940) first conceptualized the first five-style classification of behavioral conflict-handling strategies in the 1920's. Follett reported findings of methods individuals typically use when dealing with conflict: *domination, compromise, integration, avoidance and suppression*. Another one of the first conceptual schemes for classifying conflict revolved around a simple dichotomy involving either cooperation or competition (Deutsch, 1949). Deutsch defined conflict as incompatible interaction between two individuals, where one is interfering, obstructing or in other ways making the behavior of another less effective. He argued that the dynamics and outcomes of conflict depend upon whether the conflict is handled cooperatively or competitively.

However, doubts were raised over the ability of Deutsch's (1949) dichotomy to reflect the complexity of an individual's perceptions of conflict behavior (Ruble & Thomas, 1976; Smith, 1987) and a new two-dimensional grid for classifying the styles was developed by Blake and Mouton (1964). Based on Follett's (1940) classifications, Blake and Mouton (1964) grouped the various styles for handling interpersonal conflict into five types: *forcing, withdrawing, smoothing, compromising and problem solving*. Blake and Mouton's (1964) work proposes that conflict is managed in different ways depending on whether the individuals, specifically managers, involved have high or low concern for production and high or low concern for people. By juxtaposing the two dimensions, then, they generated five styles: problem solving resulting from high concern for productivity and people, forcing showing high concern for productivity and low concern for people, compromising based on moderate concern for productivity and people, smoothing depending on low concern for productivity and high concern for people, and withdrawing representing low concern for productivity and low concern for people.

Thomas and Kilmann (1974) also developed a model for handling conflict that utilizes five styles: ***competing, collaborating, avoiding, and accommodating and compromising***. The competing style is high in concern for self, which is characterized by a drive to maximize individual gain, even at the expense of others. This style is in contrast to the collaborating style, which constructs solutions to conflict to meet the needs of all parties involved. The avoiding style is low in concern for self and disengages from conflict. The accommodating style sacrifices self-interests to satisfy the needs of others.

Finally, compromising theoretically straddles the midpoint between cooperativeness and assertiveness, and involves making concessions to arrive at a resolution of conflict. On the basis of a factor analysis of the items of their Organizational Communication Conflict Instrument, Putnam and Wilson's (1982) three-conflict management style model divides conflict management strategies into three factors: no confrontation (obliging), solution-oriented (integrating) and control (dominating). Putnam and Wilson (1982) state that non-confrontation, or obliging, strategies manage conflict indirectly, by either simply avoiding disagreements or by minimizing controversial issues. Solution-oriented, or integrating, strategies manage conflict both by searching for creative, integrative solutions and by making compromises. Control, or dominating, strategies manage conflict by arguing persistently for their positions and using nonverbal messages to emphasize demands.

Pruitt (1983) provided empirical evidence from laboratory studies that there are

Four styles of handling conflict: ***yielding, problem solving, inaction and contending***. Based partially on Blake and Mouton's (1964) two level component, these styles were based on a two dimensional model consisting of concern for self (high or low) and concern for others (high or low). While numerous researchers proposed revisions of the preceding frameworks, Rahim and Bonoma's (1979) conceptualization has been one of the most popular, with empirical evidence (e.g., Rahim & Magner, 1995; van de Vliert & Kabanoff, 1990) suggesting it to be most valid. Rahim and Bonoma (1979) differentiated the styles of resolving interpersonal conflict on two basic dimensions: concern for self and concern for others. The first dimension explains the degree (high or low) to which a person attempts to satisfy their own concerns, while the second dimension explains the

degree to which an individual tries to satisfy the needs or concerns of others. The combination of these two dimensions results in five specific styles of conflict management, known as **integrating, obliging, dominating, avoiding and compromising.**

2.3.1 Integrating

Integrating is characterized by both high concern for self and for others. This involves openness, exchange of information, and examination of differences to reach ineffective solution acceptable to both parties. It is associated with problem solving, which may lead to creative solutions. This style has been found to be useful in utilizing the skills and information of different individuals to generate solutions, and may be appropriate for dealing with strategic issues relating to objectives, policies and long-range planning (Afzalur, Garrett, & Buntzman, 1992).

2.3.2 Obliging

An obliging style involves low concern for self and high concern for others. This style is associated with attempting diminish differences and emphasize commonalities for the purpose of satisfying the needs of the other party. This style has been found to be used by an individual believing that he or she may be wrong and that the issue in question is much more important to the other person involved. It can be used as a strategy when an individual is willing to make a concession with the hope of getting something in return (Afzalur, Garrett, & Buntzman, 1992).

2.3.3 Dominating

A dominating style is characterized by high concern for self and low concern for others. This style has been identified with a win-lose perspective or with forcing behavior by one individual over another as a means to win a position or resolve a conflict situation. An individual using a dominating style typically uses whatever measures necessary to win the objective, and as a result, ignores or minimizes the needs and expectations of the other party. This style is often used when the issues involved in a conflict seem relatively unimportant or when a quick decision is required. A dominating may style may also be used by upper management for implementing strategies and policies, or when unpopular courses of action must be implemented (Afzalur, Garrett, & Buntzman, 1992).

2.3.4 Avoiding

An avoiding style is associated with both low concern for self and others. This style is usually accompanied by withdrawal, as an individual using this style fails to satisfy both his or her concerns as well as the concerns of the other party. This style is often used when the potential ramifications of confronting the other party seem to outweigh the benefits of resolving the conflict. This style has often been found to be used when individuals deal with perceived tactical or minor issues (Afzalur, Garrett, & Buntzman, 1992).

2.3.5 Compromising

Compromising is associated with an intermediate level of concern for both self and others. This style typically involves “give and take” where both parties involved relinquish some aspect in order to arrive at a mutually-acceptable decision. This style is often used when the goals of the conflicting parties are mutually exclusive or when both parties, who are equally powerful, such as a labor union and management, have reached an impasse. This style is used when dealing with particular strategic issues (Afzalur, Garrett, & Buntzman, 1992). Integrating (problem-solving).

2.4 Substantive versus affective conflict

The overarching hierarchy of conflict starts with a distinction between substantive (also called performance, task, issue, or active) conflict and affective (also called relationship) conflict. If one could make a distinction between good and bad conflict, substantive would be good and affective conflict would be bad. [Ambiguous] Substantive and affective conflicts are related (De Drué and Weingart, 2003).

2.4.1 Substantive conflict-involves disagreements among group members about the content of the tasks being performed or the performance itself (DeChurch & Marks, 2001; Jehn, 1995). This type of conflict occurs when two or more social entities disagree on the recognition and solution to a task problem, including differences in viewpoints, ideas, and opinions (Jehn, 1995; Rahim, 2002).

2.4.2 Affective conflict-deals with interpersonal relationships or incompatibilities not directly related to achieving the group's function (Behfar, Peterson, Mannix, &

Trochim, 2008; Amason, 1996; Guetzhaw & Gyr, 1954; Jehn, 1992; Pinkley, 1990; Priem & Price, 1991)

2.5 Organizational and interpersonal conflict

Organizational conflict, whether it is substantive or affective, can be divided into intraorganisational and interorganisational.

- **Interorganisational conflict** occurs between two or more organizations (Rahim, 2002), for example, when different businesses compete against one another.
- **Intraorganisational conflict** is conflict within an organization, and can be further classified based on scope (e.g. department, work team, individual).

Other classifications are interpersonal, intragroup and intergroup conflict.

- **Interpersonal conflict:** - refers to conflict between two or more individuals (not representing the group they are a part of). Interpersonal conflict is divided into intragroup and intergroup conflict.
- **Intragroup personal conflict:** - occurs between members of the same group. Intergroup personal conflict occurs between groups (Rahim, 2002).

2.6 Models of Conflict Management

There have been many styles of conflict management behavior that have been researched in the past century. One of the earliest, Mary Parker Follett (1926/1940) found that conflict was managed by individuals in three main ways: domination, compromise, and integration. She also found other ways of handling conflict that were employed by organizations, such as avoidance and suppression.

2.6.1 Early Conflict Management Models

Blake and Mouton (1964) were among the first to present a conceptual scheme for classifying the modes (styles) for handling interpersonal conflicts in five types: forcing, withdrawing, smoothing, compromising, and problem solving.

In the 1970s and 1980s, researchers began using the intentions of the parties involved to classify the styles of conflict management that they would include in their models. Both Thomas (1976) and Pruitt (1983) put forth a model based on the concerns of the parties involved in the conflict. The combination of the parties concern for their own interests (i.e. assertiveness) and their concern for the interests of those across the table (i.e. cooperativeness) would yield a particular conflict management style.

2.6.2 Khun and Poole's Model

Khun and Poole (2000) established a similar system of group conflict management. In their system, they split Kozan's confrontational model into two sub models: distributive and integrative.

- Distributive - Here conflict is approached as a distribution of a fixed amount of positive outcomes or resources, where one side will end up winning and the other losing, even if they do win some concessions.
- Integrative - Groups utilizing the integrative model see conflict as a chance to integrate the needs and concerns of both groups and make the best outcome possible. This model has a heavier emphasis on compromise than the distributive model.

2.6.3 DeChurch and Marks's Meta-Taxonomy

DeChurch and Marks (2001) examined the literature available on conflict management at the time and established what they claimed was a "meta-taxonomy" that encompasses all other models. They argued that all other styles have inherent in them into two dimensions - activeness ("the extent to which conflict behaviors make a responsive and direct rather than inert and indirect impression") and agreeableness ("the extent to which conflict behaviors make a pleasant and relaxed rather than unpleasant and strainful impression"). High activeness is characterized by openly discussing differences of opinion while fully going after their own interest. High agreeableness is characterized by attempting to satisfy all parties involved

2.6.4 Rahim's Meta model

Rahim (2002) noted that there is agreement among management scholars that there is no one best approach to how to make decisions, lead or manage conflict. In a similar vein, rather than creating a very specific model of conflict management, Rahim created a meta-model (in much the same way that DeChurch and Marks,

2001, created a meta-taxonomy) for conflict styles based on two dimensions, concern for self and concern for others.

2.7 Transitions in Conflict thought

It is entirely appropriate to say that there has been a conflict over the role of conflict in groups and organizations. Here are some views stated under:

2.7.1 The traditional view

The early approach to conflict assumed that all conflict was bad. Conflict was viewed negatively, and it was used synonymously with such terms as violence, destruction and irrationality to reinforce its negative connotation. Conflict, by definition, was harmful and was to be avoided. (Robbin,2001:384)

2.7.2 The Human Relations View

The Human relations position argued that conflict was a natural occurrence in all groups and organizations. Since conflict was inevitable, the human relations school advocated acceptance of conflict. Proponents rationalized its existence: It cannot be eliminated, and there are even times when conflict may benefit a group performance. (robbin,2001:384)

2.7.3 The Inter-actionist View

While the human relations approach accepted conflict, the inter-actionist approach encourages conflict on the grounds that a harmonious, peaceful, tranquil, and cooperative group is prone to becoming static, apathetic, and non-responsive to needs for change and innovation. (Sudan and neveen,2004:188)

2.8 Types of Conflict - Four Classifications;

.Interpersonal conflict:-refers to a conflict between two individuals. This people are different from one another. We have varied personalities which usually results to incompatible choices and opinions. Apparently, it is a natural occurrence which can eventually help in personal growth or developing your relationships with others. In addition, coming up with adjustments is necessary for managing this type of conflict. However, when interpersonal conflict gets too destructive, calling in a mediator would help so as to have it resolved.

- **Intrapersonal conflict:** - occurs within an individual. The experience takes place in the person's mind. Hence, it is a type of conflict that is psychological

involving the individual's thoughts, values, principles and emotions. Interpersonal conflict may come in different scales, from the simpler mundane ones like deciding whether or not to go organic for lunch to ones that can affect major decisions such as choosing a career path. Furthermore, this type of conflict can be quite difficult to handle if you find it hard to decipher your inner struggles. It leads to restlessness and uneasiness, or can even cause depression.

- **Intragroup conflict:** - is a type of conflict that happens among individuals within a team. The incompatibilities and misunderstandings among these individuals lead to an intragroup conflict. It arises from interpersonal disagreements (e.g. team members have different personalities which may lead to tension) or differences in views and ideas (e.g. in a presentation, members of the team might find the notions presented by the one presiding to be erroneous due to their differences in opinion).
- **Intergroup conflict:** - takes place when a misunderstanding arises among different teams within an organization. For instance, the sales department of an organization can come in conflict with the customer support department. This is due to the varied sets of goals and interests of these different groups. In addition, competition also contributes for intergroup conflict to arise.

2.9 Basic Types of Conflict Situations found in an Organization:

Since conflict has both positive as well as negative connotations and consequences, it must be looked into and managed for organizational benefit. There are five basic types of conflicts. These are:

1. Conflict within the individual:

The conflict within the individual is usually value related, where role playing expected of the individual does not conform with the values and beliefs held by the individual. For example, a secretary may have to lie on instructions that her boss is not in the office to avoid an unwanted visitor or an unwanted telephone call.

This may cause a conflict within the mind of the secretary who may have developed an ethic of telling the truth. Similarly, many Indians who are vegetarians and come to America and find it very hard to remain vegetarians may question the necessity of the vegetarian philosophy thus causing a conflict in their minds.

2. Interpersonal Conflict:

Interpersonal conflict involves conflict between two or more individuals and is probably the most common and most recognized conflict. This may involve conflict between two managers who are competing for limited capital and manpower resources.

This conflict can become further acute when the scarce resources cannot be shared and must be obtained. Similarly, if there are two equally deserving professors and they are both up for promotion, but only one of them can be promoted because of budget and positional constraints, and then this could result in interpersonal conflict between the two professors.

These interpersonal conflicts are often the results of personality clashes. People with widely different characteristics and attitudes are bound to have views and aims that are inconsistent with the views and aims of others.

3. Conflict between the individual and the group:

As has been discussed before, all formal groups and informal groups have established certain norms of behavior and operational standards which all members are expected to adhere to. An individual member may want to remain within the group for social needs but may disagree with the group goals and the methods to achieve such goals.

4. Intergroup conflict:

An organization is an interlocking network of groups, departments, sections or work teams. The intergroup conflicts are not so much personal in nature as they are due to factors inherent in the organizational structure. For example, there is active and continuous conflict between the union and the management.

One of the most common conflicts is between the line and the staff members of the organization. The line managers may resent their dependence on staff for information and recommendations. The staff may resent their inability to implement directly their own decisions and recommendations. This interdependence causes intergroup conflict.

5. Inter-organizational conflict:

Conflict also occurs between organizations which are dependent upon each other in some way. This conflict may be between buyer organizations and supplier organizations about quantity, quality and delivery times of raw materials and other policy issues.

Such conflict could also be between unions and organizations employing their members, between government agencies that regulate certain organizations and the organizations that are affected by them. (Unpublished)

2.10. What Causes Conflict Between Employees in an Organization?

Differing Values

The workplace consists of individuals who all have their own perspective of the world. Some employees have strong beliefs, which they are not willing to compromise. These beliefs can conflict with coworkers', creating conflict. For example, if one individual strongly opposes workplace diversity, he may have trouble accepting other workers different from him. To avoid conflict with these workers, he must try to accept or initiate more tolerance of those with differing values.

Opposing Interests

When an employee decides to pursue her own career goals, without regard for the organizational goals and its well-being, it results in strife among her coworkers. This occurs when the employee becomes so focused on achieving her own objectives, she disregards how it affects others within the company and the company itself.

Personality Conflicts

No two people are exactly alike. Therefore, personality clashes in the workplace are unavoidable. One employee may have a reserved personality while another may be more outgoing and forward. Problems arise when the two do not understand or respect each others' inner nature.

Poor Communication

Poor communication leads to misunderstanding and strife among employees. For instance, misunderstandings can occur if the manager asks one employee to relay important instructions to the other employees, but the employee fails to do so appropriately. Conveying wrong information can lead to projects being incorrectly done and to employees blaming each other for the end result.

Personal Problems

If the employee has problems outside of the workplace, such as marital or parental issues, she may take them to work with her. Consequently, if she is short and withdrawn from her coworkers, and if they are ignorant about the cause of her behavior, they will assume that she has an issue with them. Therefore, if she is not willing to divulge her problems to her coworkers, she should leave them at home.

2.11 Consequences of Conflict in Organizations

Organizational conflict has both functional and dysfunctional consequences.

With reference to organizations, conflict is the disagreement between employees, departments, managers or groups of people within the business entity. Disagreements may arise due to differences in points of view, ideology or unhealthy competition that may yield either positive or negative consequences. Regardless of the type or level of conflict, a number of major functional and dysfunctional consequences can arise from conflict.

Change

Conflict accelerates change in an organization, especially in small businesses, where it is easy to formulate and implement new policies. Conflict prompts modification of policies and operation procedures in the organization. In cases of extreme conflict, the organization may conduct a complete overhaul of its leadership, bringing in managers with fresh ideas.

Goal Congruence

A review of the goals and objectives of the business to meet the needs of conflicting parties may result into achievement of goal congruence and coherence in operations. Employees, departments and groups are interdependent within the organization. Competition for scarce resources is a major source of conflict due to

different interests. Conflict forces the organizations leadership to realign its objectives towards common goals in order to foster teamwork amongst competing parties.

Innovation

Conflict that results into healthy competition cultivates innovation and inventiveness amongst employees. In times of conflict, there is a high sense of necessity that results into the emergence of divergent viewpoints amongst employees.

Sub-Optimization

In instances where conflicting parties engage in extreme disagreement, sub-optimization may result. When conflicting parties push the pursuit of their own interest excessively, the organizations goals end up compromised. Instead of working together to achieve the organization's goals, conflicting parties engage in needless feuds that result in superiority contests.

Waste of Time and Resources

The business may lose precious time and resources at times of conflict. Instead of concentrating on meeting their objectives, employees waste time on divisive issues. Misuse of business materials and funds is quite rampant when conflicting parties engage in "warfare." Wrangles, stress and emotional confrontations reduce the workers' productivity, and eventually, the profitability of the business.

2.12 Best Practices for Effective Conflict Management

As an individual:

- Address conflict early to prevent it from escalating.
- Discuss the issue directly with the person(s) involved.

- Communicate with respect. For assistance with an effective conversation, ask a supervisor, HR representative, or other UI resources for support.
- Seek to learn and understand the other point(s) of view.
- Address perceptions and assumptions.
- Focus on the present and future, and be willing to put the past behind you. (See Recovery from Conflict.)

As a colleague or co-worker:

- Encourage parties in conflict to address each other early and directly.
- Encourage the parties to focus on common interests and work to resolve their differences in order to move forward.
- Direct colleagues and co-workers who are in conflict to UI resources. Taking sides will not help resolve the conflict.
- Do not be drawn into conflicts in which you are not a party.
- Do not escalate the conflict by giving it undue attention.
- Treat both parties in conflict with respect.
- **As a supervisor dealing with colleague or co-worker conflict:**
- Practice the individual conflict management skills listed above, and encourage others in conflict to do so as well.
- Manage the environment to support conflict resolution and others.

CHAPTER-THREE

DATA PRESENTATION, ANALYSIS & INTERPRETATION

This chapter deals with presentation, analysis and interpretation of data which are collected from employees through questionnaires & interview. The questionnaires were distributed to 35 employees. Interview is conducted with 7 employees which all of them are found to be relevant

to the study. Among the total questionnaires which were distributed, all of them are properly filled and returned. The information obtained has been analyzed mainly by descriptive statistical method of research in the form of table for simplicity purpose.

Table.I Background information of respondents:

No		Respondents	
		Number (#)	Percentage (%)
1	Sex		
	Male	22	63
	Female	13	37
Total		35	100
No		Respondents	
		Number (#)	Percentage (%)
2	Age		
	18-29	18	51
	30-39	12	34
	40-49	5	15
Total		35	100
No		Respondents	
		Number (#)	Percentage (%)
3	Service Year		
	Below 1 year	6	17
	1-5 years	28	80
	6-10 years	1	3
Total		35	100
No		Respondents	
		Number (#)	Percentage (%)
4	Educational Level		
	Certificate	4	11
	Diploma	8	23
	Degree	23	66
	Masters	-	-
Total		35	100

Item 1 of Table One reveal that about 22(63%) of the population are male while the rest are female. This shows that females have to be encouraged to apply and get the working opportunity so that the branch can be beneficial in quality service rendering.

Regarding the question about the age of the staffs, 18(51%) of the employees are between 18-29 which shows that half of the staffs in the branch are highly

productive if the branch utilize it properly. 12(34%) of the employees are between the age of 30-39 which the same way shows the productive age of the employee is high where as the rest are between 40-49.

Concerning on the service year the employees performed in OIB Chafe branch, 6(17%) of the respondents have served the branch below 1 year while almost majority of the respondents have served OIB chafe branch from 1-5 years(almost 28(80%)). There are no employees who serve the branch above 5 years since the branch has been opened and become operational within these 5 years.

The educational level of OIB Chafe branch as seen by the response of the respondents, 4(11%) of them have certificate, 8(23%) of the employees have diploma , the rest have got their first degree which shows the branch has a strong and educated employees which help it render the best service in the fastest manner. It is also relevant to the study to easily undertake the research in a manner that employees can frankly express their feelings towards conflicts in the branch.

Table-2 Existence of conflict

No		Respondents	
		Number (#)	Percentage (%)
1	Attitude towards conflict		
	positive	16	46
	Negative	9	26
	Both	7	20
	Neutral	3	8
Total		35	100

Item 1 of Table 2 has show the attitude of employees of OIB Chafe Branch towards conflict. 16(46%) of the respondents agreed that conflict has a positive impact on the branch. Some of the reasons they set for their answer is conflict encourage new ideas, enhance change, and it is not happened without any cause.

By carefully identifying the cause of the conflict, we can bring change even if it takes time and resource. About 26 %(9) respondents agreed that conflict has a

negative impact on the OIB Chafe branch. Some of the reasons they put as a reason for conflict to have a negative impact is that conflict is one of the main factor that push workers to lack harmony among each other in the OIB Chafe Branch. The other reason is conflict can be work stagnant, immoral, and loyalty can decrease.

7(20%) of the respondents of OIB Chafe Branch has agreed conflict has both positive and negative impact. The rest has respondents are on the neutral state.

Table 3- prevalence of conflict

Prevalence of conflict in the branch	Agree		Disagree	
	Number (#)	Percentage (%)	Number (#)	Percentage (%)
-Superior-Subordinate	23	65	12	35
-Formal	26	74	9	26
-Informal	17	49	18	51
-Conflict on the goal and work of the branch	22	63	13	37
-Conflict on how work gets done in the branch	23	66	12	34
-Relationship conflict	14	40	21	60
-Intra-personal conflict	15	43	20	57
-Intra-group conflict	9	26	26	72
-Inter-personal conflict	17	49	18	51
-Inter-group conflict	13	37	22	63

Question 1 of table -3 23(65%) of the respondents agreed that there is a high degree of conflict in superior-subordinate relationship which shows that managers are not doing well in handling problems in a friendly manner rather they are showing their authority for their subordinate in the case of OIB chafe branch. It is also seen that 12(35%) of the respondents disagree that superior-subordinate relationship cannot be the source of conflict in OIB Chafe Branch.

26(74%) and 17(49%) of respondents agreed that formal and informal communication can be the source of conflict in OIB Chafe Branch respectively

while 9(26%) and 18(51%) disagreed formal informal communication cannot be the source of conflict respectively.

Regarding on the conflict on how goal can be the source of conflict 22(66%) of respondents agreed while 12(34%) disagreed that goal cannot be the source of conflict. In the same way, conflict on how work is done, 23(66%) of respondents agreed that it can be the source of conflict while the rest disagreed.

Above 50% of the respondents disagreed that conflicts usually don't be arise due to factors like relationship, intra-personal conflict, inter-group conflict and intra-group conflict. Concerning on conflict which is arise from inter-personal conflict, almost half percent of the respondent agreed that it can be the source of conflict while 18(51%) of the respondents disagreed it couldn't be the source of conflict in OIB Chafe Branch.

Table 4- Source of conflict in the branch

Prevalence of conflict in the branch	Agree	Disagree
	Number (#) Percentage (%)	Number (#) Percentage (%)
-Competition for better position	28 80	7 20
-The dynamic change in the	25 71	10 29

banking industry				
Incompatible personality	17	49	18	51
Poor communication	15	43	20	57
-Unreasonable or unclean policy, procedure and rules.	12	34	23	66
-Decision making process	28	80	7	20
-status difference	21	60	14	40
-reluctant to identify and resolve conflict	23	66	12	34
-perceptual difference on values, facts, norms	22	63	13	37
-Unachieved expectations	13	37	22	63

(Source: Primary Data)

As it can be easily observed from table 4 of question 1 and 6 28(80%) of the respondent think completion for better position and on decision making process are the major conflicting areas in OIB Chafe Branch. The rest disagree that these two factors cannot be the real source of conflict in the branch.

25(71%) of respondent ant thought the dynamic change in the banking industry can be the real source of conflict while the rest disagree on this idea.

Almost half percent of the respondent responded that incompatible personality and poor communications are sources of conflict in OIB Chafe Branch while the rest disagree on their idea that these factors couldn't be the source of conflict in the branch. Regarding the case of unreasonable, or unclean polity, procedure and rule, 12(34%) of the respondents agreed with this source of conflict as the cause in the branch while the rest disagrees.

When we see sources of conflicts like status difference, reluctant to identify and resolve conflict, perceptual difference on values, facts and norms and unachievable expectations, 21(60%),23(66%), 22(63%) and 13(37%) of the respondents agreed that this sources are the real source of conflict in OIB Chafe Branch respectively. The rest of the respondent disagreed those sources as not the real source of conflict in the branch.

Total			
No		Respondents	
		Number (#)	Percentage (%)
1	What is your work relation with other work units		
	Dependent	25	71
	Independent	4	11
	Unable to work without other units	6	18
Total		35	100

Question 1 of table 5 shows how much the number of respondents in the branch who are dependent on other units and how much who are not. 25(71%) of the

Respondents show their dependence on other work units while 4(11%) of the respondents show their not being dependent on other work units in the case of OIB Chafe branch.

Regarding on those respondents who gave response on whether they are unable to work without other unit or not, only 6 (18%) of them has said they are unable to work without other work units.

For the question whether respondents were involved in conflicting situations or not, 20(57%) were not involved in any conflicting situations were 43% of them were involved in conflicting situations. Some of the reasons they give why the involved in conflicting situations are stated under:

-poor communication

-because there is no clear idea between superior and subordinates

-Eg. Work is not done without it support

-sometimes conflict happens depend on load of work, how of work and number of staff relation to the work unit

-unable to meet expectations and the like.

Table-6 conflict with your immediate supervisor

Total			
No		Respondents Number (#) Percentage (%)	
1	have you ever been in conflict with your immediate supervisor		
	Yes	19	54
	No	16	46
Total		35	100

Question 1 of table 5, 19(54%) of respondents had conflict with their immediate supervisors while the rest didn't have any conflict situations in OIB Chafe Branch.

Among those 19 respondents who were involved in conflict with their immediate supervisors, 8(42%) were not satisfied with the conflict resolution. The rest were satisfied except some encourage conflict for development.

Table-7 satisfaction with conflict resolution

Total			
No		Respondents Number (#) Percentage (%)	
1	have you satisfied with		

	the conflict resolution		
	Yes	17	49
	No	18	51
	Total	35	100

17(49%) of the respondents were satisfied with the conflict resolution while the rest were dissatisfied in OIB Chafe Branch, from those respondents who are satisfied, 15(88%) of the respondents were involved in the conflict resolution.

From those 15 respondents who were involved in the conflict resolution, 4(27%) of them said it aggravates the conflict rather than solving it, 2(13%) of them has said the management imposed its decision on them, 7(47%) of the respondents said it made the branch effective and the rest has given any other reason like the supervisor convinced them to accept the decision on has talked with the branch manager and has solved the problem.

From those 18 respondents who were not involved in the conflict resolution, 14(78%) of them has accepted the decision were the rest of them has rejected the decision and go to the higher organ of the bank.

From among all the respondents, 25(71%) of the respondents has said there is no any other reason of conflict in the branch while 10(29%) of them has stated their own reason for any other reason for the start of a conflict and it is stated under:

- conflict on benefit with other staffs
- conflict between customer and staffs
- personal behavior towards the job
- assignment of employees in other duties without their interest
- lack of positivity and difference in interest are some of the other reasons in the case of OIB Chafe branch.

Table-8 conflict resolution as the vital role of management

Total			
No		Respondents Number (#) Percentage (%)	
1	Which one is conflict resolution as vital role of mgt		
	By no means conflict seen as role of mgt	4	11
	The mgt considers conflict resolution one of as its duty	31	89
Total		35	100

From question 1 of table eight 4(11%) of the respondents said by no means conflict seen as a role of management while majority of the respondents 31(89%) has agreed that the management considers conflict resolution as one of its duty in OIB Chafe Branch.

From those 4 respondents who said conflict is not considered as a vital role of management 3 of them has said it is difficult to explain its impact on the achievement of the goal of OIB Chafe branch while one respondent has said the branch cannot use conflict for creativity and innovation.

For the question 18 of how the respondents see the general conflict practice in OIB Chafe branch, 13(31%) of them have said it is something that needs reform, in order to contribute for the branch's goal achievement.

10 (29%) of the respondents has answered by saying the branch must continue in the existing mode of conflict resolution practice.

Regarding the third choice, 10(29%) of the respondents agreed before taking any transformation measure, the conflict practice of OIB Chafe Branch should be

studied thoroughly. The last but not the least, 2(5%) of the respondents has said it is difficult to express as what measures will be taken.

Table-9 conflict avoiding techniques

Total			
No		Respondents Number (#) Percentage (%)	
1	Conflict handling techniques mostly used		
	Integrating	11	32
	Obliging	6	17
	Dominating	5	14
	Avoiding	6	17
	Compromising	7	20
Total		35	100

From table 9 of question 1, we can see that 6(17%) of the respondents agreed that the branch is using both obliging and avoiding as a conflict resolution technique.

When we see the number of respondents responded about integrating, 11(32%) of them has said integrating is the best way of handling conflict in OIB Chafe branch. Avoiding and compromising will have 5(14%) and 7(20%) as a conflict resolution technique in the case of OIB chafe Branch respectively.

It is seen from the analysis that, the branch is not stimulating conflict and they are not using any conflict stimulating techniques and they even don't agree with the idea of conflict stimulation in OIB Chafe Branch. They said resolving conflict may give people a chance to learn more about resolving problems. Problems shouldn't be invited because the management may use it for its own advantage.

The source of the tables is primary data (from the questionnaire).! had conducted an interview with 7 clerical staffs among which there of them were sunder supervisory level. For the question how they approach conflict with their

professional and personal life, five of them have answered they treat those conflicts differently (conflict they face with their professional life should be solved there and it wouldn't have any impact on their personal life.) Two of the interviewee said if they have any conflict with their private life, it will affect their professional life. Most of them agree conflict has a negative impact on the working condition of the branch where us one respondent said if there is conflict, there will be a new idea, an innovation, and It should be encouraged.

The behavior that employees displayed depends on the knowledge that the employee have towards conflict. If he/she is capable enough to see the source of conflict and the solution, it is going to be simple to handle. This is what is said by all of the interviewee during the interview.

For the question whether there is any area within conflict management where interviewees would like to improve, some of them have responded the conflict resolution mechanisms are the area where they want to improve. The others said they want to know more about the type of conflict in the branch.

I have tried to make an observation on the documents of the employees in the branch. Some employees have got a penalty letter on their documents through different reasons. For instance, one employee has a penalty of 5 days from his salary for redundant cash shortage which is the procedure of the bank (occurrence of cash overage and shortage, stage of offenses and its discrepancy measures). The other staff has got a first written warning to come office late frequently (coming to office late or leaving office early).

CHAPTER-FOUR

SUMMARY, CONCLUSION AND RECOMMEDNATION

This chapter summarizes and concludes the finding of the research and forwards possible recommendation.

4.1 summary

The main focus area of this research paper is to assess the effectiveness of conflict management in the case of OIB Chafe Branch.

The assessment of conflict management practice in OIB Chafe branch is indicated in the following major findings:

- 19(54%) of the respondents indicated that they have been in conflict with their immediate supervisor & coworkers while the rest of employees were not in conflict.
- There are different causes of conflict in OIB chafe branch. Some of the major causes of conflict indicated by majority of the respondents are interdependence of work units, poor communication and conflict of interest.
- The research finding has shown that the prevalent type of conflict in OIB Chafe branch is many. The major ones are superior-subordinate conflict, formal and informal, conflict on decision making process and being reluctant to identify and resolve conflicts.
- The research finding also shown that there is more dependence of work units of OIB Chafe branch which is also the major sources of conflict in the branch.
- Much of the respondents agreed on the issue of conflict resolution being the major responsibility of the branch supervisors.
- From those respondents who has said conflict resolution is not seen as the major task of a manager, they said it is difficult to explain the impact of conflict on the achievement of the goal of OIB Chafe branch while one respondent has said the branch cannot use conflict for creativity and innovation.
- Almost half of the respondents said that they were satisfied with the conflict resolution while the other half disagreed with this idea.
- 13(31%) of respondents said that the general conflict resolution practice in OIB chafe branch has to be reformed to achieve the goal of the organization.
- 10(29%) of the respondents said the branch should keep conflict resolution practice while others agreed that before taking any transformation measure, the conflict practice of OIB Chafe Branch should be studied thoroughly.

- Finally, integrating (it is characterized by a high concern for self and for others. This involves openness, exchange of information, and examination of differences to reach effective solution acceptable to both parties.) is the most widely used technique of handling conflicts in OIB Chafe branch while the rest are almost equivalently applicable techniques.
From the information gathered from the questionnaires, interview and document observation, I have addressed almost all my basic questions and problems.

4.2 Conclusions

The research finding from the questionnaire and interviews with some employees shows that:

- In OIB chafe branch, there is a recurrent conflicting situation between the coworkers and immediate supervisors. Therefore, as conflict increases from time to time, productivity and performance will decrease.
- Some of the main causes of conflict are poor communication, formal and informal conflicts and conflict of interest. These conflicts lead to bad employer-employee relationship which intern lead to delayed decision making.
- The research finding has showed conflicts are undesirable in the branch since conflict is seen as negative consequence of the branch and the management tries to avoid it.
- In OIB Chafe branch the managers are task oriented which ignores the wellbeing of the employees. Therefore, the conflict resolution gives only temporary solution rather that bringing permanent solution.
- Managers in OIB Chafe branch have less skill to resolve conflicts to the best interest of both the branch and the employee. Therefore, employees will get dissatisfied in the decision making.
- Managers also will not involve subordinates and only impose what they decide on the employees which is also affect employees to accept that decision is the right one.

- There is different type of conflict in OIB Chafe branch. However formal conflicts are the major one and it lead to turnover of employees.
- There is a less knowledge and understanding of the use of conflict. Therefore, the branch doesn't stimulate conflict and they will not use any conflict stimulation techniques.

4.3 Recommendation

The recommendations are drawn based on the conclusions drawn and the findings of the research.

- The management of the branch is better to accept the existence of conflict and they should try to minimize its occurrence so that both the branch and the employees will be benefited.
- The source of conflict should be identified and examined so that the branch can resolve conflicts more easily and successfully.
- As poor communication is the prevalent source of conflict in OIB Chafe branch, the management of the branch should use good communication channel and instrument for appropriate exchange of information.
- The managers should take conflict resolution as their major task and work hard in order to learn how to solve conflicts in the branch.
- Conflicts shouldn't be avoided in the branch since conflict may give ways to new ideas and opportunities in this very competitive and dynamic world and the managers should do better in this regard.
- There should be a full participation in the branch when there is a conflict resolution.
- The well being of employees should be given great emphasis so that productivity increases in service giving in the branch.
- Since formal conflict is the major type of conflict in the branch, managers should take a great care in resolving this conflict.
- Because conflict can benefit the branch positively, managers should stimulate conflict by different conflict creating techniques.

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