

## THE ROLE OF EFFECTIVE COMMUNICATION IN RESOLVING CONFLICT IN CASE OF ETHIO-TELECOM, ADAMA BRANCH, ETHIOPIA

Fentahun Eylachew

Graduate assistant lecturer, Dilla university, Dilla, Ethiopia

### Abstract

The main objective of this research article is to assess the role of effective communication in resolving conflict in case of Ethio-telecommunication Corporation, Adama branch office. Effective communication is a crucial element in our lives and it is the basis for the achievement of organizational objectives. Moreover, quality communication has a direct impact on the quality of relationship and occurrence of conflict, this is why effective communication an essential. This research is a descriptive cross-sectional type in which non-probability specifically personal judgment sampling technique was used to determine the sample size of 22 employees which are 25% of the total population (88 employees) using rule of thumb. To achieve the objectives of the study data were collected from both primary and secondary sources through questionnaire and documentary analysis technique. The primary source of data was employees of the office. The secondary sources of data were different written materials particularly books and other published and unpublished materials in the area of effective communication. The data collected are analyzed, presented and interpreted by using tables, pie-chart and through percentage format. The major reason of conducting this research at Ethio-telecom is to fill the gap that the office mostly focuses on electronic communication rather than effective personal communication that reduce personal relationship between employees. Based upon the finding of the study conclusions were made and some feasible recommendations are given the researcher at the end.

### 1. INTRODUCTION

#### 1.1 Background of the study

Today's business environment is changing in many ways. One of the most noticeable is the move toward an international market place. Companies are becoming international enterprise through a variety of foreign investment strategies, the trend toward an international business has been supported by many recent social and political events, and one of these supports is indeed the role of effective communication in business. These supports were aimed at eliminating barriers to effective communication, there by facilitating effective and efficient communication process in the organization, results to higher reduction in conflict with in and out of the organization (Mc Shane & Von Glinow, 2005, P.324).

Reducing conflict through effective communication is very complex because defining effective communication is relatively simple, but achieving effective high-quality communication is complicated and difficult. Successful, high-quality communication results when the receiver of the message understands the exact meaning that the sender intended (Lewis,e'tal, 2003, P.294).

In one survey, 252 marketing and personnel managers were asked to select the most important skills needed by graduates to succeed in business. Communication skill ranked first in important over the abilities to motivate others ,to organize & coordinate ,to make decisions ,to analyze financial & other data ,use of computer ,and to resolve conflicts in an organization(Hamilton, *et al* ,1982 ,P.3).

Research indicates that poor communication is probably the most frequently cited source of interpersonal conflict. Because individuals spend nearly 70 percent of their waking hours communicating (writing, reading, speaking, & listening). It seems reasonable to conclude that one of the most inhibiting forces to successful group performance is lack of effective communication (Robbins, 2000, P.283).

Today more than ever, just as effective communication is vital to our existence in civilized society. It is essential to the functioning of the organizations our society has produced. In fact, we could go so far as to say that organizations exist through communication; without communication, there would be no organizations. As Herbert Simon expresses it "without communication there can be no organizations, for there is no possibility then of the group influencing the behavior of the individual" (Lesikar & Pettit, 2004, P.3-4).

### **1.2 Statement of the problem**

In spite of the fact that an organization has sufficient amount of material, capital, and human resources or even excess it may not be successful.

This can be attributed to a number of reasons. One of among the most important is the essence of effective communication in the organization. If there effective communication the effectiveness & efficiency of other resources like; capital, manpower, time, and others will increase as they can be properly managed conflict and other organizational problems by communicating effectively.

According to a survey of American management association executives, managers are likely to spend at least 20 percent of their time dealing with some kind of conflict, so it is important to understand the causes of conflict and productive methods for resolution. Because miscommunication is an integral element behind conflict, effective communication is one key to resolution (Hynes, 2005, P.217).

Many researchers in the past, studies about the role of effective communication in an organization without creating correlation to any particular variable, but in our research we create correlation with conflict to assess the role of effective communication in resolving personal, organizational and any other conflicts in an organization.

Hence the researcher is interested to study on this area since conflict is a threat to most organizations at current time which leads to negative results; however, when properly managed through effective communication, conflict may be a positive force.

Therefore, in the area under study in Ethio-telecommunication Corporation; Adama branch this study was attempted to answer the following basic research questions which have relationship with the role of effective communication in resolving conflict.

- ✓ What are the sources of conflict?
- ✓ What are the relationship between communication and conflict?
- ✓ What role does effective communication have in resolving conflict?
- ✓ What are the roles and procedures of effective communication in resolving conflict?

### **1.3 Objectives of the study**

#### **1.3.1 General objective**

The general objective of this study is to assess the role of effective communication in conflict resolving process.

#### **1.3.2 Specific objectives**

Specifically this study will try to achieve the following objectives:

- ✓ To identify the sources conflict.
- ✓ To identify the functions /roles/ of effective communication.
- ✓ To assess the relationship between communication & conflict.
- ✓ To assess the procedures (processes) of effective communication in resolving conflict.

### **1.4 Significance of the study**

This study is expected to have the following significances. It will provide the office with feasible recommendations to solve effective communication problems in resolving conflict. The ultimate outputs of this study may also assist other potential researchers to do further works in large scale on the topic in the organization under study or other similar areas.

Conducting this study in Ethio-telecom, Adama branch enables the researcher to get additional knowledge about the practical application of effective communication in resolving conflict.

Last, but not least, the study is expected to contribute its part to the theory about effective communication and resolving conflict and give vital or important information about roles of effective communication in resolving conflict to policy makers and any concerned body to cope up with the current dynamic business environment.

### **1.5 Scope or delimitation of the study**

Even, if communication has many roles in different situations or conditions in different organization, the researcher focus only on the role of effective communication in resolving dys-functional (destructive) conflict, because as it knows, destructive conflict is a challenge for many organizations. This means doesn't include constructive conflict. Due to the factor of time, economic, finance and other constraints the study is limited to the public sector with a particular reference to Ethio-telecom, Adama branch.

### **1.6 Limitation of the study**

This particular research has its own limitations on the areas of methodology, geographical coverage and application, and on its subjects. In such regards this research has the following specific limitations; methods and materials that are used more of qualitative, geographically it is limited to a single office only then its final output may not work in other organizations, and the subject of this study is only current employees of the office because of difficulties to access ex-employees of the office.

## 2. REVIEW OF RELATED LITERATURE

### 2.1 Meaning of effective communication

Effective Communication is a complex and dynamic process, and like other management terms, it has no universally accepted definition. For our purposes, we will define **effective communication** as a process in which one person or group evokes an identical meaning in a second person or group. The meaning becomes shared by, or common, to both people and groups. Indeed, the term communication stems from the Latin root word "*communicare*" which means, "to make common" ..

Also communication is defined by many authors in different ways. But their meaning is somehow related. Some are the following;

Communication is the process of sharing ideas, information and messages with others which includes all oral and written exchanges of ideas and information between persons directly or indirectly involved in an organization setting (Hamilton, *et al*, 1982, P.2).

Communication refers to the process by which information is transmitted and understood between two or more people. We emphasize the word understood because transmitting the sender's intended meaning is the essence of effective communication (Mc Shane and Von Glinow, 2005, P.324).

Most authors are agreed on the first definition because, communication is said to be effective when it have more than merely imparting meaning. It must also be understood, have identical meaning between individuals and applied to the intended operation (Robbins, 2003, P.284).

### 2.2 Meaning of conflict

Conflict is a process in which one party perceives that its interest are being opposed or negatively affected by another party (Mc Shane and Von Glinow, 2005, P.284).

Conflict is a process that results when one person or a group of people perceives that another person or group is frustrating or about to frustrate an important concern. Conflict involves incompatible differences between parties that result in inference or opposition (Vecchio, 2003, P.230).

### 2.3 Sources of conflict

According to Robert P.Vecchio(2003) stated, conflict can spring from a variety of sources. This sources can be three general categories; communication, structural and personal behavior factors.

#### 1. Communication factors

Managers typically attribute to a sizable percentage of conflicts that arise in the organizations due to poor communication. If we define true communication as creating a mental picture in the mind of a receiver in exactly the same detail as intended by the sender, then true perfect communication is certainly rare. Given this inherent imperfection, there are many opportunities for misunderstanding to develop in the communication process. To be sure conflict is stemming from such unsuccessful communication is not the same as conflict based on substantive differences, yet it can still have powerful effects.

## 2. Structural factors

- Size
- Staff heterogeneity
- Participation
- Line-staff distinctions
- Reward systems
- Resource interdependence.
- Power

## 3. Personal behavior factors

Another source of conflict lies in differences among individuals. Some people's values or perceptions of situations are particularly likely to generate conflict with others.

### 2.4 Functions of effective communication

Effective communication serves many functions within a group or organization. Among these functions (Stephen P. Robbins(2003)) puts the following functions;

- I. Control
- II. Motivation
- III. Emotional expression
- IV. Information
- V. Conflict resolution

### 2.5 Relationship between communication and conflict

The relationship between communication and conflict can be described by quick review of colloquial meaning and a long list of specific definitions of conflict.

According to Katz and Kahn state that two systems; which include persons, groups, organizations or nations are in conflict when they interact directly in such a way that the actions of one tend to prevent or compel some outcome against the resistance of the other.

Another author states that conflict characterize a situation in which the conditions, practices or goals of individuals are inherently incompatible.

A third definition presents conflict as a struggle over values or claims to scarce resources, power or status. In this struggle opponents aim to neutralize, injure or eliminate their rivals (Hynes, 2005, P.219).

These above three definitions help define the nature of conflict and the role of communication in conflict. The first definition uses the word interacts, implying communication interaction of some kind. The second definition uses the phrase inherently incompatible and the third definition includes a struggle over values. Communication is the method by which managers determine if something is inherently incompatible and the struggle over values is carried out through communication behaviors. Thus the ability to communicate effectively may eliminate conflict immediately; however, ineffective communication may cause a situation to appear inherently incompatible and a struggle over values may ensue. The conclusion is that communicative behavior may cause as well as resolve conflict (Hynes, 2005, P.219).

### 3. RESEARCH METHODS AND METHODOLOGIES

#### 3.1 Research design

This particular research design is of a cross sectional type, specifically, descriptive cross sectional type that the researcher used. The reason is that, the objectives of this study to get answers for questions like what, how, when and how regarding the role of effective communication in resolving conflict.

#### 3.2 Sources of data

The researcher collect data from two types of sources namely primary and secondary data sources.

Primary data were collected from human resource and region finance employees by considering its importance for the reliability, time value of information and accuracy of their research outputs.

Secondary data were also collected from different documents and website of the office by considering its importance for a better understanding of a problem under study through assessing of past studies and documents.

#### 3.4. Methods of sampling

Non-probability sampling technique was used to draw a sample from the population of the study. From non-probability techniques judgmental sampling was used for this study. Because it is less costly, less mathematically complicated, convenient to use in descriptive cross sectional research design, less time consuming and as good as probability sampling.

#### 3.5. Sample size determination

The total populations of this study are current employees of Ethio-telecom, Adama branch; specifically human resource and region finance office are 88 in number. From this population, 22 employees were selected as a sample to represent the total population. For drawing these sample elements or to determine the sample size the researcher used a sample size determination method known as rule of thumb. As many authors agreed, the subjective decision of the researcher can be used as a base to determine the size of the sample. Therefore, the sample size (n) is determined by taking 25% of the total population. The reason is that, the populations under consideration are homogenous a small sample represents the whole population, then the sample sizes based on rule of thumb were:-

$$n = \text{total population} \times 25\% \\ = 88 \times 25\% = 22 \text{ employees.}$$

#### 3.6 Data collection methods

To collect primary data the researcher used questionnaire and interview.

Questionnaire method was used to collect data from respondents that are current employees of the office. Both open ended and closed ended questions were distributed to employees to get primary data. The reasons of selecting questionnaire method over other data collection techniques are because of closed ended questions are very convenient for factual data and usually they are easy for analysis and open ended questions offer the advantage that the respondents are able to give their opinions freely and as precisely as possible in their own words.

### **3.7 Methods of data analysis, presentation and interpretation**

In this research, descriptive statistical analysis techniques (mostly table and pie-chart) were used to transform raw data in a form that makes them easy to understand and interpret because the research design is descriptive type. The reason why mostly tabulation used is; it can conserve space, it can reduce explanatory statements to a minimum, and it can facilitate detection and omission of errors (Zikmund, 1997).

Finally, the results of the research were interpreted and presented. This includes the research findings, interpretations, conclusions and recommendations for the course of action.

## **4. DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

### **4.1. Introduction**

The section is developed to present the analyzed data that were gathered through questionnaire and secondary sources from the management and employees of the office are organized interpreted and presented in this chapter in the following way.

A total of 22 questionnaires that is sample size of the research, were distributed to the management and employees of the office among these questionnaires only 18 questionnaires were returned and the rest 4 questionnaires were not returned, then the researcher use 18 respondents response for analyzing and interpreting of data here after.

Based on the response obtained, the sex proportions of our respondents are greater male respondents which are 72.22 % and the rest 27.78%are female respondents. This is not because of the researcher's weakness to distribute to females employees rather there are small number of female employees in the organization as we obtained from secondary data sources. This is because of the reason that in most developing countries like our country Ethiopia the participation and contribution of women's in the economy is not as such capable for the past many years but today there seems like an improvement. Because of the government system and culture related to women's education and empowerment.

Regarding their educational level, our respondents were categorized in to five alternative groups. From this 17 respondents which is 94.44% having first degree, 1 employee who is 5.56 percent having second (MA) degree and there are no respondents with educational level of 10<sup>th</sup> completed 12<sup>th</sup> completed and having diploma.

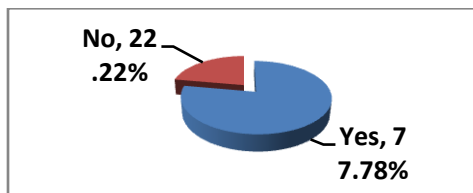
Therefore, from the above fact and as we obtain from secondary data sources we can conclude that employees with first degree dominate the work force of the office having more first degree employees higher than other implies that the office has to improve its work force by giving training for employees for more development and by recruiting new employees who have higher educational level than first degree. Because the organization operation needs more advanced and technologically equipped employees.

Based on their work experience respondents were grouped into four. The first alternative was that employees who have worked for less than two years in the office are 2 or 11 .11% out of the total respondents, 3 or 16.67% of the respondents have worked for two five years, 5 employees or 27.78% of the respondents have worked for five to ten years and moreover, the remaining 8 respondents or 44.44percents have above 10 years work experience in the office.

Based on above fact and as we obtained from secondary data sources. Large numbers of the office work force is dominated by older and very experienced employees. Even though there is a shortage or few number of new blood in the office, having more senior and experienced workforce has a paramount importance as most others and researchers agreed, to perform jobs well and to provide the intended service for customers effectively and efficiently. This is because if one works for a long period in an organization it is very easy to adopt the job and understand customer attitudes and preferences with its environment in which it is to be done.

#### 4.2. Presence and source of conflict in the office

**Pie chart 1: presence of conflict in the office**



**Source: own survey, May 2016**

As survey indicated, 14 respondents (77.78%) of the total respondents replied that “Yes” conflict exists in the office. The remaining 4 respondents (22.22%) replied that “No” conflict doesn’t exist in the office.

As per the data indicated above one can conclude that conflict exist in the organization because out of 18 respondents 14 respondents which are a greater percentage of the respondents replied that there exists conflict in the organization operations.

Conflict occurs because people do not always agree on the goal issue, perception, Personality and other reason conflict is pervasive in organization. To manage these, effective managers should understand the main or root cause or the source of the conflict (Hynes, 2005)

**Table 1: source of conflict in the office**

Alternatives	Response	
	Frequency	Percentage
Communication factors	8	57.14%
Structural factors	0	0%
Personal behavior factors	1	7.15
All of the above	5	35.71%
Other means	0	0%
Total	4	100%

**Source: own survey, May 2016**

As indicated table 1 only 14 respondents are used as 100 percent out of a total at 18 respondents this is because of the remaining 4 respondents replied the pre-requisite question (related to the presence of conflict) there doesn’t exist conflict in the organization. From these 14 respondents, 8 (57.14%) of the respondents were replied for the question what were the source of conflict? The main source of conflict is communication factors. 7.15% of the respondent replied that the sources of conflict are personal behavior factors. Moreover, the remaining 35.71 percent of the respondents replied that the source of conflict is changes from time to time. At one time it may be communication factors, at another time it



may be structural factors or personal behavior factors or a combination of the above three factors. None of the respondents are replied that only structural factors are considered as a source for conflict.

As per response rate presented above, the source or the reason that conflicts to arise are the communication factors that creates gap to communicate effectively between employees, departments or with other organization, because out of the three source of conflict communication factors are constituted above half percentage as a source of conflict in the office.

Survey indicates most conflict arises from misunderstanding of the policy, process, procedures and working manuals. If these things are effectively communicated to employees the degree of conflict reduces to a minimum level and also not only resolving conflict but also to perform to go with there must be effective communication.

There are many opportunities for misunderstanding to develop in the communication process. To be sure conflict is steaming from such unsuccessful communication is not the same as conflict based on substantive differences yet it can still have powerful effects (vecchio, 2003).

Based on the survey I collect; out of 14 respondents all of the 14(100%) replied for the question in what ways your organization try to resolve conflict; are by communicating effectively and by discussing regarding the issue with the conflicting parties and other organizational members. But as we have seen from the table above out of 14 respondents there are 15 responses which is above 100 percent, the reason is that one respondent (7.15%) replied our organization try to resolve conflict by either communicating effectively or by ether means such as modifying the organization structure.

Therefore, as per the response rate presented above without confusion and any other mediating variable the organization deadly tries to resolve conflict by communicating, negotiating and discussing effectively with conflicting parties and other concerned bodies.

But one respondent said in an open ended question, it is obvious that effective communication is a means to settle conflict but sometimes other action or measures are taken such as: punishment as needed after the occurrence of conflict and the other respondent said effective communication have positive effect and is a key point in resolving conflicts between employees and others.

**Table 2: Level of employee grievance or compliant answered by management**

Alternative	Response	
	Frequency	Percentage
Very high	1	5.56%
High	6	33.33%
Medium	10	55.56%
Low	1	5.56%
Very low	0	0%
Total	18	100%

**Source: own survey, May 2016**

As it can be observed from table 2, 10 employees (55.56%) answered that the management is respond moderately to employee grievances or complaints, 6 employees (33.33%) responded that management answers the compliant of employees highly or at high rate without delay, 5.56 percent of the respondents replied that management is respond to employee grievances very highly and immediately, more over 5.56 percent of the respondents answered that management is respond to employee

grievances at low rate and none of the respondents replied that management is react or respond to employee grievances at a very low rate or level.

Based on the above fact that we can conclude the managements of the office respond to employee grievances or complainants without much delay and doesn't have in a position to respond much fastly. This means the management is responds to employee grievances in a moderate way.

A respondent also said, complaints can be presented in formal communication through both in written and orally to the concerned bodies but if he/she is not satisfied with the response he/she can appeal to the next official up to the CEO as depending on the nature of the complaint.

As the survey reveals that 33.33 percent of the respondents said that the rate of communication factors as a source for conflict is high as compared to other factors. 27.78percent of the respondents rates moderately communication factors as a source for conflict. 22.22 percent of the respondent's rate communication factors at a moderate level as a source for conflict and none of the respondents are rate communication factors as a source for conflict at a very low level.

Therefore, we can conclude that communication factors have some weights as a source for conflict in Ethio telecom, Adama a branch office because any of the respondents rate communication factor at a very low level as source for conflict and above 75 percent of the respondent's rate communication factor above moderate level as a source for conflict.

As the survey indicated, 9 employee (50%) of the total respondents replied that the rate of personal behavior factors as a source for conflict are at a moderate level, 4 employees (22.22%) of the respondent rate personal behavior factors as a source for conflict at higher level, 2 employees (11.11%) of the respondents rate personal behavior factors as a source for conflict at a very higher level and also 2(11.11%) of the respondents rate personal behaviors factors as a source for conflict at lowest level. Similarly 1 employee (5.56%) of the respondent's rate personal behaviors factors as a source for conflict at very lowest level.

As per the data indicated above one can conclude that the rate of personal behavior factors as a source for conflict is at a moderate level which means it takes a lower proportion as a source for conflict as compared to communication factors. Conflict exists in the organization rarely due to personal behavior factors.

As survey indicated , 7 employees (44.44%) of the respondent rate structural factors as a source for conflict at low level. 4 employees (22.22%) of the respondents rate structural factors as a source for conflict at a moderate level, similarly 4 employees (22.22%) of the total respondents rate structural factors as a source for conflict at low level, and 2 employees (11.11%) of the respondents rate structural factors as a source for conflict at a higher level moreover, none of the respondents rate structural factors as a source for conflict at a very high level.

Based on the above fact we can conclude that the power of structural factors as a source for conflict are at lower level as compared to communication factors and personal behavior factors.

Therefore we can say that the structure of Ethio-telecom, Adama branch office has stable and comfortable to employees and other bodies to react, communicate and perform the company operations effectively and efficiently because the organization structure doesn't create any obstacles in the employee relationships.

### 4.3. Role of effective communication and its relationship with conflict

**Table 3: role of effective communication in resolving conflict**

Alternatives	Response	
	Frequency	Percentage
Yes	18	100%
No	0	0 %
Total	18	100%

**Source: own survey, May, 2016**

As indicated in table 3, totally or 100 percent of the respondents surprisingly replied for the question do you think effective communication play a key role in resolving conflict that occur in your organization ? “yes” effective communication plays a crucial and an un replaceable role in resolving conflict that occur between employees of the organization, departments and inter organizational conflicts. On the other hand none of the respondents are replied, effective communication doesn’t play a key role in resolving conflict. Therefore without any doubt we can conclude effective communication plays a key, significant and an un replaceable role in resolving conflicts. Effective communication is the life blood of every organization and a key to success in your business career as well as in your personal life by narrowing the gap of relationship between employees and other bodies (Murphy and peek, 1980)

As my survey indicated more than half of the respondents (61.11%) have replied communication plays a great role in resolving personal conflict as compared to other types of conflict faced in the office. 27.78 percent of the respondents on the other hand replied as communication plays a great role in resolving organizational type of conflict. Moreover the remaining 11.11 percent of the respondents gives similar or equal weight for communication n resolving both personal and organizational conflict.

**Table 4: Relationship between communication and conflict**

Alternatives	Response	
	Frequency	Percentage
Direct relation ship	3	16.67%
Inverse relation ship	10	55.56%
Complex relation ship	5	27.78%
Other relation ship	0	0 %
Total	18	100%

**Source: own survey, May, 2016**

As we can observe from table 4, 55.56 percent of the total respondents described that conflict and communication have inverse relationship. 27.78 percent of the total respondents also describe the relationship between communication and conflict as a complex which means based on situations at one time there are direct relationship and at other time there are inverse relationships. Moreover the remaining 16.67 percent of the respondents describe the relationship between communication and conflicts as having direct relationship and go together.

Therefore, we can conclude that communication and conflict have inverse relationship as we observed from the percentage data.

#### 4.4. Effective communication and its role in resolving conflict

Based on the survey I conduct, very high percentages which are 94.44percent of the total respondents replied “yes” the organizational conducts formal discussion regarding conflict resolution with the organization communities. Moreover, the remaining 5.56 percent of the respondents answer that “no” the organization doesn’t conduct any formal discussion regarding conflict resolution.

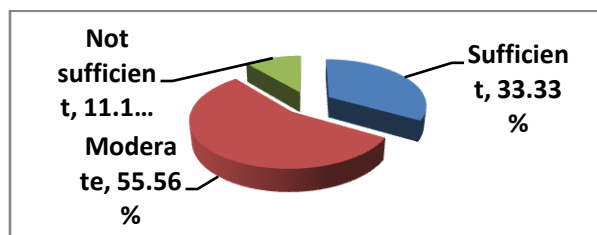
Therefore, from the above we can conclude without much doubt the organization conducts formal discussion, negotiation and mutual understanding between employee’s mangers, supervisors and other bodies of the organization.

An extended communications dealing with some particular topic are out of or result from discussing or exchanging reason examination by argument debate, disruption and agitation (Hynes. 2005).

As I observed from survey, 29.41 percent of the respondents replied that the organization conduct formal discussion once a month regarding conflict resolution. 23.52 percent of the respondents replied that the office conducts formal discussion once a year regarding conflict resolution and none of the respondents replied that the office conducts formal discussion once a six month regarding conflict resolution and also 5.88 percent of the respondents replied that the organization conducts formal discussion twice a month regarding conflict resolution. More over the remaining 41.17 percent of the respondents replied that the organization conducts formal discussion regarding conflict resolution based on situations which means at one time it may be once a week, every day or a at a time immediately conflict occurs or in any other situations.

Therefore we can conclude that the organization doesn’t have any fixed schedule for formal discussion in resolving conflicts that occur between the organization communities.

#### Pie-chart 2: Volume of communication in the office



Source: own survey, May, 2015

From pie-chart 2 above, 6 employees (33.33%) of the respondents replied that the organization conducts sufficient and efficient communication system in the office. 10 employees (55.56%) of the respondents replied that the organization communication that the organization communication takes place in the office are rates at a moderate level. Moreover, the remaining few 11.11 percent of the respondents replied that the organization doesn’t have sufficient communication system.

Therefore we can conclude the organization communication takes place at a moderate level which means we cannot say the organization communications are sufficient or not sufficient without doubt.

A very few percentage which is 11.11 percent of the respondents says the organization communication is not sufficient the reason for their argument is that the organization lacks awareness regarding communication use and their difference attitude for communication.

#### 4.6. Procedures of effective communication in resolving conflict

According to my own survey; 13 employees (72.22%) replied that the organization uses formal communication channels to communicate with subordinates or superiors. About 5.56 percent of the respondents replied that the organization uses informal communication channels. Moreover, the remaining 16.67 percent's replied that the organization uses both formal and informal communication channels based on situations.

Based on the data it is possible to generalize the organization uses formal communication channels in performing its duties as compared relatively to informal communication channels which probably makes the organization speed of operations slowest as compared to informal communication channels.

The process and means to conduct formal communication the respondents also said, there is not fixed or formal hierarchy of communication they communicate at any position of organization as needed or required to communicate with but usually most communication follows the following process. Top management → middle management → superiors → employees. The organization formal communication are also conducted through e-mails, letters, memos and other traditional work papers that our communication system and other traditional work papers that our communication lies.

**Table 5: Direction of communication in the organization**

Alternatives	Response	
	Frequency	Percentage
Up ward	2	11.11%
Down ward	10	55.56%
Lateral	6	33.33%
Diagonal	0	0 %
Other type	0	0%
Total	18	100%

**Source: own survey, May, 2016**

As it can be observed from table 5, 10 employees (55.56) of the respondents said that our organization communication have downward direction. 6 employees (33.33%) of the respondents also said our organization communication have lateral communication direction and also 11.11percent of the respondents replied that our organization communication have upward direction. Moreover, none of the respondents replied that our organization have diagonal communication direction.

Therefore based on the data above it is possible to generalize the organization communication mostly have downward direction which means communication follows from one level to another lower level. But this type of organization communication creates some delay in providing services to its customers which results to customer dissatisfaction.

## 5. CONCLUSION AND RECOMMENDATION

### 5.1. Conclusion

As it was indicated earlier, this study sought to assess the role of effective communication in resolving conflict that takes place in the office at various stages of the organization structure.

Based on the data collected and analyzed the study is very difficult to say that the organization communication is efficient and effective in resolving conflict at the right time and at the right place.

The source or the reasons of conflicts to arise are the communication factors that create a gap to communicate effectively and efficiency between employees, departments and organizations.

In the office the management responds to employee grievances or complaints at a moderate level or without much delay but they cannot say they responded to employee grievances fastly at efficient and effective rate.

The office rates communication factors at a higher level, personal behavior factors at a moderate level and structural factors at low level as a source for conflict in the organization.

Eventually, effective communication is the life blood of the organization and key to success but it doesn't conduct communication in such an attractive and efficient way.

Effective communication also resolves personal conflict very effectively as compared to organization conflict in the office.

There are inverse relationship between communication and conflict which means as the organization communicates effectively, the probability of the occurrence of conflict reduces and the reverse is true when the organization can't able to communicate effectively.

The organization conducts formal discussion negotiation and mutual understanding between employees, manager's, superiors and other bodies of the organization as required.

The organization communications have downward direction and have its own processes and methods of conducting formal communication in the organization operation.

### 5.2. Recommendation

In the light of the conclusion the researcher in the hope that they will help the office to get the maximum result from effective communication in resolving conflict offers the following recommendations:

The office should have need and ability to communicate effectively to coordinate the human resource and other organizational communities and, then to minimize, resolve or avoid (if possible) the conflicts that occurs in the office, first the management should know the root cause for the conflict then to overcome use a soft start up to the conversation and then by making efforts to calm the situations. This helps to reduce conflict prior to occurrence through effective communication in the future.

The management of the office should responds to employee grievances at a very fast speed by establishing a single body that receives employee complaints, which helps the organization to reduce the probability of the occurrence of conflicts.

The organization should give equal weight in resolving both personal and organizational conflict by creating good interpersonal and organizational communication systems; it may be through hierarchy or other systems.

The organization management should try to increase the volume of communication to a sufficient level and should continue this trial, by creating different opportunities for the office members to communicate such as dinner ceremony that helps to create healthy relationship between the organization communities and increase their organization productivity.

The management should try to encourage the employee's attitude directed to think positively about effective communication in resolving conflict by discussion.

The office should change its communication direction from down ward to lateral communication, which helps to increase its speed and quality of services.

## REFERNCES

Cheryl Hamilton, Cordel Parker and Doyle D.Smith (1982), Communicating for results, Prentice Hall Inc.

Geraldine E.Hynes (2005), Managerial communication strategies and applications (3<sup>rd</sup> edition), Mc – Graw hill.

Herta A.Murphy and Charles E.Peck (1980), Effective business communication (3<sup>rd</sup> edition), Mc – Graw hill.

Jhon M.Ivancevich, Robert Konsopaske and MichealT.Matteson (2005), Organizational Behaviorand management (7<sup>th</sup> edition),Mc – Graw hill.

Pamela S.Lewis, Stephen H.Goodman, Patricia M.Fanot and Joseph F.Michlitsch (2003), Management challenges for tomorrow leaders (5<sup>th</sup> edition), Thomson, Southwestern.

Raymond V.Lesikar and Jhon D.Petit, Jr (2004), Business communication theory and application (6<sup>th</sup> edition), A.I.T.B.S publisher.

Robert P.Vecchio (2003), Organizational behavior core concepts (5<sup>th</sup> edition), Thomson, south Western.

Stephen P.Robbins (2003), Organizational behavior (10<sup>th</sup> edition), USA, Prentice hall Inc.

Steven L.Mcshane and Mary Ann Von Glinow (2005), Organizational behavior (3<sup>rd</sup> edition), Mc – Graw hill.