

The Role of Conflict Management on Organizational Performance

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UNITED INTERNATIONAL UNIVERSITY

PROJECT ON

**“THE ROLE OF CONFLICT MANAGEMENT ON ORGANIZATIONAL
PERFORMANCE”**

Submitted To

Jakowan

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United International University

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Master in International Human Resource Management

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A RESEARCH PROJECT SUBMITTED TO SCHOOL OF BUSINESS AND ECONOMICS IN
PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF A MASTER OF
INTERNATIONAL HUMAN RESOURCE MANAGEMENT OF THE UNITED INTERNATIONAL
UNIVERSITY IN BANGLADESH.

February, 2022

LETTER OF TRANSMITTAL

08/02/2022

To,

Jakowan

Assistant Professor,

School of Business and Economics,

United International University,

United City, Madani Avenue,

Badda, Dhaka-1212.

Subject: Submission of Project work.

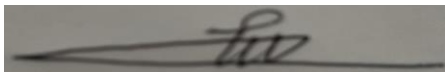
Dear Sir,

It gives me great pleasure to present the Project work on the topic of "THE ROLE OF CONFLICT MANAGEMENT ON ORGANIZATIONAL PERFORMANCE".

I have worked hard to make this work a success. On the other hand, has been a fantastic source of learning for me. I'd like to express my heartfelt appreciation to you for your helpful advice and suggestions in finalizing this great work. It would be my great pleasure if you found this work useful and informative in gaining a clear perspective on the issue. If you have any questions about this report or any other relevant matters, please do not hesitate to contact me.

I look forward to hearing from you.

Yours Sincerely,



Signature:

Name: Hassan Ali Roble

ID: 15202020

CERTIFICATION OF SIMILARITY INDEX

Title of the Project: "The Role of Conflict Management On Organizational Performance"

Name of the Student: Hassan Ali Roble

Supervisor: Jakowan, Assistant Professor, SoBE, UIU

I hereby certify that the project work is an original research work and it doesn't contain any plagiarized work. The student has not used any unethical methods such to prepare this research.

Name: Jakowan



Signature:

Assistant Professor

School of Business and Economics

United International University

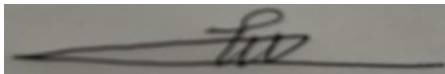
Declaration of the Student

I sincerely declare that My report on the topic of “The Role of Conflict Management on Organizational Performance” is a presentation of an original work based on my actual work experience and a thorough examination of existing methods in the "International Human Recourse Department."

This report was created primarily for academic purposes in order to fulfill the criteria for the "Master in International Human Resource Management" degree (MIHRM).

Sincerely Yours,

Name: Hassan Ali Roble



Signature:

ID: 115202020

Program: Master in International Human Resource Management

Acknowledgement

It gives me great pleasure to thank a large number of people who have helped me directly or indirectly to the preparation of this report for their warm cooperation and encouragement.

The first and foremost, I'd like to express my gratitude to Allah, the Almighty, who has given me this valuable opportunity to complete my study. Secondly, I'd want to thank my wonderful parents, Ali Roble Jimale and Khadija Einte Addow, for their steadfast support from the day I was born till today.

I'd also like to thank my wonderful supervisor, prof. Jakowan, for his supervision, counsel, and direction during the study process, as well as for providing me with invaluable experience. In reality, He gives me unwavering encouragement and support in a variety of ways. He gave me a fresh perspective on which to build on those novel ideas. It would have been difficult to complete the report and analysis without his support and assistance.

He was always trying to make things as simple as possible. He inspired me to be more focused and objective in my work, which aided in the completion of the report.

Mr. Mowlid Ali, the branch manager of IBS Bank Mogadishu-Somalia, and the bank's workers deserve my gratitude for allowing me to conduct the survey in their facility.

Their excellent hospitality allowed me to gain first-hand experience interacting with a business. I'd also like to thank you for taking the time to complete and return my survey questionnaire. It's wonderful to have their enthusiastic cooperation.

As a result, I'd want to express my gratitude to my loving wife Hamdi Yusuf Hussein for providing me with moral support during my research and academic career. I'd also like to thank my close buddy Abdi Ali Hassan and other supporters who guided and supported me during the preparation of my project; without them, I'm not sure I'd be able to complete it.

Executive Summary

This report was written as part of my project course. It brings me tremendous joy that my respectable supervisor has provided me with such a good opportunity. By conducting this project report, I have learned a great deal. Because I believe that a practical approach will help us better understand our course contents and what we've learned over the course

"The Role of Conflict Management on Organizational Performance" is the topic of my project report. To prepare for this project, I conducted a survey at several branches of the International Bank of Somalia (IBS), a private banking industry based in Mogadishu, Somalia. This gave me the opportunity to gain practical experience about how the bank interacts with employees and customers, as well as how the bank employs important conflict management and resolution techniques. I learned from my research that the bank provides guidance to employees and managers to ensure that Employee performance and outcomes that are aligned with the firm's goals and help the organization to gain a competitive advantage of all its competitors.

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CHAPTER 1: INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Internationally conflicts, according to Valraleigh (2015), are distinct in nature, and their traits originate from the fact that governments struggle to fulfill their goals. Individual actors also try to persuade their states to pursue similar goals; it is apparent that conflicts have existed in the international system for a long time.

A hostile work environment that does not allow for dispute resolution, according to Awan and Anjum (2015), may contribute to poor employee behavior and performance.

Unmanaged conflict leads to a breakdown in communication and poor employee behavior. An employee's poor performance can have a negative impact on overall employee morale, resulting in lower output.

Dana writes, "Conflict is more than a nuisance" (2000). It costs money in the form of lost time, poor judgments, and personnel losses. "Unmanaged disagreement can have a severe impact on patients' health and possibly their lives in the health-care business."

According to Awan and Ibrahim (2015), if employees lack the communication or interpersonal skills to resolve conflicts, those issues can grow and spread to others, affecting their job performance and, as a result, other people's job satisfaction. Furthermore, both employees and managers lack the necessary communication skills to deal with problems. When human resources officials are involved, the process becomes punitive and leads to disciplinary action, contributing to the increase in disciplinary action.

Employee satisfaction and morale are affected as a result. Within any organization, there are frequently numerous positions and jobs. Individuals in these positions have a wide range of perspectives, goals, ideas, and concerns. It's a difficult question to answer.

Conflict, according to Awan and Ahson (2015), is a normal and unavoidable part of working together, and it should be kept to a manageable level so that it does not derail the organization's efforts to achieve its goals.

Conflict, according to Awan et al. (2015), can be beneficial to an organization if it results in a significant shift in organizational power structure, current interaction patterns, and entrenched ideas, as well as an increase in productivity. Some conflicts are beneficial, while others are detrimental.

Not. It can have a negative impact on the organization when it is linked to decreasing employee satisfaction, insubordination, reduced productivity, economic loss, and fragmentation, to name a few. Management's key responsibility is to come up with ways to cut costs.

Keeping disagreement to a minimum allows the company to continue to operate and thrive.

(In this scenario, a study on the harmful effects of conflict was conducted) (Robbins & Sanghi, 2006)

1.2 STATEMENT OF PROBLEM

Conflicts were resolved by clan elders, the accepted mode of conflict resolution, and religious leaders with moral authority to intervene among conflicted parts, according to Somalia's traditional setting, and there was a need to first understand the root causes of the problems before trying to their solution and then to determine what kind of solution would be appropriate for the complex situation, according to the traditional setting.

According to Farleigh (2015), inter-organizational conflicts must be resolved rather than traditional conflicts that were resolved by traditional elders under the trees.

The primary goal of this research project is to look into the role of conflict resolution in organizational performance at the International Bank of Somalia in Banadir Mogadishu, Somalia.

1.3 RESEARCH OBJECTIVES

The following are the study's primary goals:

1. Determine ways to effectively manage conflict.
2. Identify the key causes of contention.
3. Find out how organizational conflict affects employee performance.
4. Determine the most successful leadership style for dealing with conflict.
5. Make recommendations for fixing the situation based on the findings of this investigation.

1.4 SIGNIFICANCE OF THE STUDY

This research is particularly focused on relationship between conflict management and it is a case study on IBS Bank in the Banadir region-Mogadishu-Somalia, it is very important for all organizations in any kind and also individuals specifically those interested in learning more about conflict, its nature, causes, and how to deal with it.

values the research. Because of the negative impact of disagreement on a company's performance.

The bank will use the information acquired to develop policies that will aid business students, HRM students, banking and finance students in their pursuit of higher education.

This research, which will serve as a model for good conflict management, will also benefit financial industry owners.

1.5 Scope of the Study

This research focuses primarily on conflict management at IBS Bank in the **Banadir** Mogadishu-Somalia, because the financial services sector is a significant sector in Somalia and employs a considerable proportion of the organization's personnel.

Different departments provide client services, and conflict must be controlled and maintained.

1.6 Research Gap

We observed a research gap in the Somali banking business since few studies have been undertaken, and those that have been conducted have been limited to a few factors. Now, I've completed a study on the International Bank of Somalia (IBS), titled "Conflict Management and Organizational Performance Case Study of the International Bank of Somalia" (IBS).

The last goal of this study was to examine if there was a linkage among company's success and its capacity to effectively manage conflict. My study's research goals are to determine how conflict will be effectively managed, the major causes of conflict, the impact of The impact of organizational conflict on performance, as well as which leadership style is most effective in dealing with conflict.

Finally, make recommendations to address the identified problem based on the study's findings. Unfortunately, there appears to be a research gap in understanding which leadership

styles or skills are more effective in resolving interpersonal conflict before disciplinary action is required.

1.7 Research Methodology

1.7.1 The Type of Data

so as to get credible and authentic data primary data was used as a base back reference, in this quantitative study, the Participants were queried the same set of questions and were given a chance to explain their responses by sharing their personal experiences, thoughts, opinions and ideas. the questionnaire papers were distributed to the experienced banking industry employees with their managers and then collected the data from the respondents via structured questionnaire, the questions divided into several sections such as: concept of conflict, causes of conflict, effects of conflict, and conflict management approaches on the one hand, and organizational performance and its concept on the other, 1 denoting strong disagreement, 5 denoting strong agreement, and 3 denoting neither agree nor disagree.

1.8 Sample of Research

This survey was conducted and specifically concerns IBS bank employees in Mogadishu, Somalia, with a total of 50 people contacted and face-to-face surveys administered to those who agreed to participate. As a result, genuine data has been leveraged to gain reliable and authentic sources.

1.9 sampling Techniques

The percentage, frequency, mean, and standard deviation were calculated and studied, as well as the relationship between dependent and independent variables were analyzed using SPSS software.

1.10 LIMITATIONS OF THE STUDY

As the obtained findings show conflict management studies can be applied to the organizations specifically banking industries at most rather than other industries and cultures, therefore the limitations of this study should be addressed, and additional research should be conducted in the future so as to expand the applicability and generalization of this research.

Because my research was limited to the IBS Bank, future results may differ if additional samples are included.

The information gathered could be distorted, resulting in inaccurate results.

To reduce the extent of bias in the results, future studies may need to use a longitudinal technique or alternative samples. Finally, this study had strict time constraints, lasting five to six months in 2021-2022 and relying solely on IBS.

CHAPTER2: LITERATURE REVIEW

2.0 INTRODUCTION

Human resources concept

- ❖ Human resource management refers to a company's efforts to make the best use of its employees; also, it is a strategic approach suitable to manage the organization's employees in order to help the organizations and the other business companies to gain competitive advantage.
- ❖ it was particularly designed to assist the employers in achieving their strategic objectives by maximizing employee's performance.

Recruiting and selection, and placement of employees; performance management; training and development; compensation and benefits, Management of Personnel are all sub-components of human resource management.

2.1 Background of the Conflict Management and Organizational Performance

This chapter reviews the literature on "the impact of conflict management on organizational performance." IBS Bank is one of the Mogadishu companies that I have chosen. Furthermore, the research assesses key literatures in the following domains; the research primarily focuses on the findings of previous researches, in this part, we employed descriptive analysis to conclude, conflict has great impact on organizational performance.

The review's first section discusses the concept of human resource, the second section discusses the general background of conflict management and organizational performance, the third section discusses conflict types, the fourth section discusses conflict causes, the fifth section discusses conflict effects, and the final section discusses conflict resolution Techniques for dealing with conflicts.

We are curious to see how much debate affects the performance of the organization.

The findings of this study will be beneficial to the business oriented companies especially the banking industries because most of the societies connect to the services they provide

Conflict resolution approaches can help local businesses and other service sectors improve their performance. In order to compete with foreign corporations, the banking sector and other service industries would benefit from the implications.

The study's findings will motivate managers in a variety of businesses to devise the most effective methods for resolving workplace disagreements. Managers, in particular, must be

able to first identify the grass roots of the problems that caused the organizational conflicts and within their sphere of influence and then develop appropriate conflict solutions as soon as possible. Previously, only a few factors were used to assess organizational effectiveness.

On the other hand, increased the number of variables used to judge and settle disagreements, as well as the alternative conflict resolution strategies in a business.

Because no organization can use the same plan in every situation, constant communication is required. As a result, strategy should be adjusted in response to changing conditions and the passage of time.

A company's human resources department is in charge of locating, screening, hiring, and training job candidates, as well as administering employee benefit programs.

2.2 The Concept of Conflict

Conflicts in organizational life are unavoidable because the goals of various stakeholders, such as managers and employees, are usually opposed in character (Jones et al, 2000). therefore Conflict will exist in any organization as long as people compete for jobs, resources, power, recognition, and security. Organizational conflict is defined as a disagreement that occurs when different people's or organizations' interests, goals, or values collide (Henry, 2009).

As a result, in order to achieve their goals, they become frustrated with one another. Conflict in societies arises as a result of a lack of freedom, status, and resources. People who value independence find interconnectedness and, to a lesser extent, collective obedience less appealing. Those on the lookout As a result of this struggle for dominance, members of the group compete for position or status (Henry, 2009).

Conflict is defined by Robbins and Judge (2009) as "a process that occurs when one party perceives that another party has negatively influenced, or is about to negatively influence, something that the first party cares about." This is an excellent definition, emphasizing the idea that conflict is caused by perceptions rather than facts. By referring to a word, it alludes to the emotional aspect of conflict.

It specifies that more than one party is involved and, like "care," it may be linked to a future Component. Conflict, according to Shapiro (2006), is a social interaction process. There is a competition for resources, power, position, beliefs, interests, and desires. Despite the fact that

conflict (like harmony) is a natural part of social relationships, Darling and Walker (2007) argued that it should be avoided.

may be managed within corporations They go on to say that disagreement within an organization can have both positive and negative consequences. This, combined with the fact that, while internal conflict cannot be completely avoided, it can be effectively managed, is a potent combination. to assist businesses in reaching new heights and levels of success.

2.3 Types of Conflicts

It has already been established that claiming that all conflict is either good or bad is both improper and naive. Whether a conflict is positive or negative is determined by its nature.

It is especially important to distinguish functional from dysfunctional disagreements.

2.3.1 Functional Conflict

Functional conflict is defined as conflict that helps a group set goals and improve its performance (Darling and walker, 2007).

Therefore this kind of conflict is positive naturally and the underlying notion is that it will assist the organization's work better this type of disagreement, for example, may lead to the questioning of ideas, beliefs, and assumptions (Bagshaw, 1998). This can lead to more inventiveness and a willingness to try new things. There can also be a sharing of information and a free and open exchange of ideas (Rivers, 2005). Constructive conflict can also operate as a stimulus for action, as the threat of future conflict can inspire individuals to act (Darling and walker, 2007) Organizational transformation necessitates the existence of people who are willing to change. Conflict. As a result, functional conflict could be to blame for not just organizational improvement but also organizational change (Olakunle, 2008).

2.3.2 Dysfunctional Conflict

According to Olakunle (2008), disruptive conflicts makes efforts of the organizations and resources infertile and unproductive because it diverts attention away from fundamental goals and may result in actions that consciously or unconsciously sabotage and subvert primary organizational goals.

Functional conflict becomes dysfunctional, according to Olakunle, when it consumes organizational efforts and resources without producing anything and diverts attention away

from basic goals, and potentially leads to actions that consciously or unconsciously sabotage and subvert primary organizational goals (2008). (2008).

2.4 Causes of Conflicts

Conflict can occur in a variety of settings. Differences in knowledge, beliefs, and basic values; competition for position, power, and recognition; a desire for autonomy; personal dislike; and differing perceptions or attributes caused by organizational structure, different role structure, workforce heterogeneity, environmental changes, and other factors (2004),

All of these are potential sources of conflict within the organization. Kreitner and Kinicki (2001) create a typology for further categorizing conflict sources, distinguishing between structural factors (causes) that emerge from within the organization and are caused by how work is organized and external factors (causes) that arise from individual differences among employees.

2.5 Conflict management Techniques

Verma claims that procedures, personnel changes, resource changes, authority changes, and layout changes can all be used to address structural issues (1998). Conflict resolution techniques such as avoidance, give and take, problem-solving, collaboration, and negotiation can be used to address interpersonal issues. Conflict resolution approaches have been referred to in a variety of ways by academics. Researchers such as Thomas and Kilmann (1974), Robbins (1974), and others (1978), Lippit (1982), Stoner et al., (1998), Verma (1998), Various conflict resolution approaches have been proposed by Heldman (2003), Mulcahy (2005), and Lam et al. (2005). (2007).

projects. Asserting guarantees that one party will win at the expense of the other. It is only one way (Barki et Hartwick, 2001). Dominance and coercion result in a lose-lose situation for the opposing parties (Lam et al., 2007). Integrating style is a powerful approach to project performance that yields a win-win situation for all parties (Leung et al., 2005; Lam et al., 2007).

In project conflict resolution, avoidance is the most disruptive method (Brahnam et al., 2005). In this type of conflict resolution, one party is unconcerned about the feelings of the other party, and the other party avoids all disagreement (Barki et Hartwick, 2001). It leaves the conflict unresolved, causing the opposing party to become enraged or frustrated and propagating the conflict further.

Accommodating one party entails putting one's own needs, wants, and expectations aside in order to please the other.

Compromising is a method of resolving disputes in which both parties give and take, winning and losing (Barki et Hartwick, 2001; Ohlendorf, 2001).

Confrontation, also known as problem solving, is a method of resolving conflicts that considers all facts. For all disputing parties, it is a win-win situation (Verma, 1998; Ohlendorf, 2001; Heldman, 2003; Mosaic, 2012). Understanding each party's position through a pre-caucus is the bedrock of conflict resolution (Billikopf, 2003).

2.6 Effects of Conflicts

Conflicts can be distinct according to their kinds for example that arises between two individuals, such as superiors, subordinates, department heads, and so on.

Groupings may come into conflict with one another due to performance, relevance to specific groups, and, more broadly, union – management antagonism. Individual conflict can also arise in situations of choice difficulty, as illustrated by phrases like "between the devil and the deep blue sea" or "caught on the horns of dilemma."

A personnel manager, for example, may be unsure of how to handle a conflict (with employees or a union) that is likely to result in a work stoppage and loss of production. Conflict is thought to have negative consequences for both individuals and communities.

1. Psychological Responses

Lack of working interest.

- ✪ dissatisfaction of jobs
- ✪ Inattentiveness about other things.
- ✪ Working anxiety
- ✪ Estrangement or alienation from others
- ✪ Frustration to achieve some thing

2. Behavioral Responses

- Excessive smoking habits.
- Alcoholism actions.
- Under eating or over eating characters
- Aggression towards others or work sabotage
- Decreased communication.

Physiological Responses:-

- ✪ different kinds of Peptic ulcers
- ✪ Respiratory problems such as asthma
- ✪ Hypertension
- ✪ Headaches
- ✪ Coronary problem

2.6.1 Benefits or Positive Effects of Conflict

- **Motivation:** it encourages individuals to do better and work harder, one's talents and abilities come to, Provides an opportunity for constructive use and release of aggressive tendencies by satisfying specific psychological needs such as dominance, aggression, esteem, and ego in a conflict setting.
- **Inventive** and imaginative believes and are given because Employee benefits in today's world, for example, are the result of decades of labor-management strife.
- adds a variety to one's life otherwise, employment would be monotonous and boring.
- **Improvement:** Improves coordination among individuals and departments, as well as stronger intra-group relationships, by facilitating understanding of problems that people have with one another.
- **Inspire creativity:** Fortunately, some businesses see conflict as an opportunity to develop novel problem-solving strategies.
- **Experience:** Members may be inspired to brainstorm as a result of conflict while studying problems from various perspectives.
- **Share and Respect Opinions:** When members of a group collaborate to solve a problem, they are more likely to share their perspectives with other members of the group.
- **Cooperation:** As members struggle to achieve the organization's goals, conflict can cause them to actively listen to one another.
- **Boost future communication:** Conflict has the potential to bring people together and teach them more about one another.
- **Problem solving tool:** An organization can equip its members with the tools they need to successfully resolve future disagreements, from learning each other's perspectives on topics critical to the organization's progress to recognizing each member's preferred communication strategies.

2.6.2 Destructive or Negative effects OF Conflict

The following are some of the dysfunctional effects:

- ❖ Individual and organizational performances are both affected by conflicts.
- ❖ Resolving disagreements consumes managerial time and energy.
- ❖ People may promote their own self-interests or personal benefits at the expense of others or the organization in a conflict situation.
- ❖ Long-term intense disputes affect people emotionally and physically, and can lead to psychosomatic diseases.
- ❖ Time spent on confrontations could have been spent on more productive activities if it had been coasted.
- ❖ Workplace conflict can result in sabotage, low employee morale, a decrease in product/service market share, and a loss of productivity.

CHAPTER 3: ORGANIZATIONAL BACKGROUND

3.1 Introduction

The International Bank of Somalia (IBS) is Somalia's leading global investment and commercial bank, offering a full range of Shari'ah-compliant products and services. A International Bank of Somalia (IBS) is an international, Islamic, and Somalia's leading worldwide investment and commercial bank with an entirely Shari'ah compliant array of products and services, as described here, (IBS) was founded in July 2013 and is regulated by the Somali central bank (IBS) is headquartered in Mogadishu-Somalia and it is a commercial bank to use a swift code and an IBAN number.

It provides a comprehensive range of banking services, including retail, private, corporate, and investment banking.

IBS has an insurance division that provides auto, property, marine, and medical insurance.

There is also an advisory center where businesses and investors can get advice on how to manage risk and maximize returns on their investments.

The bank recently became a member of the Union of Arab Banks and was recognized the best bank in Somalia according to the Somalia Annual Business Awards. In addition, IBS aspires to be the most trusted bank in terms of compliance among international investors, as well as a bridge between these parties: international investors, institutions, large international organizations, donors, non-governmental organizations (NGOs) interested in Somali markets, and those interested in forming a joint venture with international companies. They started by adapting and implementing global standards for all of their products and services, and they follow global compliance, auditing, and risk management procedures.

3.2 VISION OF IBS

To be a leading, innovative, and regional Islamic financial institution dedicated to the highest sharia principles and international banking standards, and to play an important role in the positive development of people's lives in East Africa.

3.4 MISSION OF IBS

To positively impact people's lives by providing superior Shari'ah-compliant financial services in an innovative, efficient, and respectable manner.

CHAPTER4: PRESENTATION, ANALAYSIS AND INTERPRETATION OF DATA

4.0 INTRODUCTIONI

The study's goal was to see how conflict management affected organizational performance in a few Mogadishu organizations. This chapter describes how to present, comprehend, and analyze data. In the presentation and analysis of the acquired data, percentages were used. To show how respondents responded to the various questions posed. Using the SPSS and Excel packages, the responses to the questions would be tallied displayed.

4.1 DEMOGRAPHY DATA

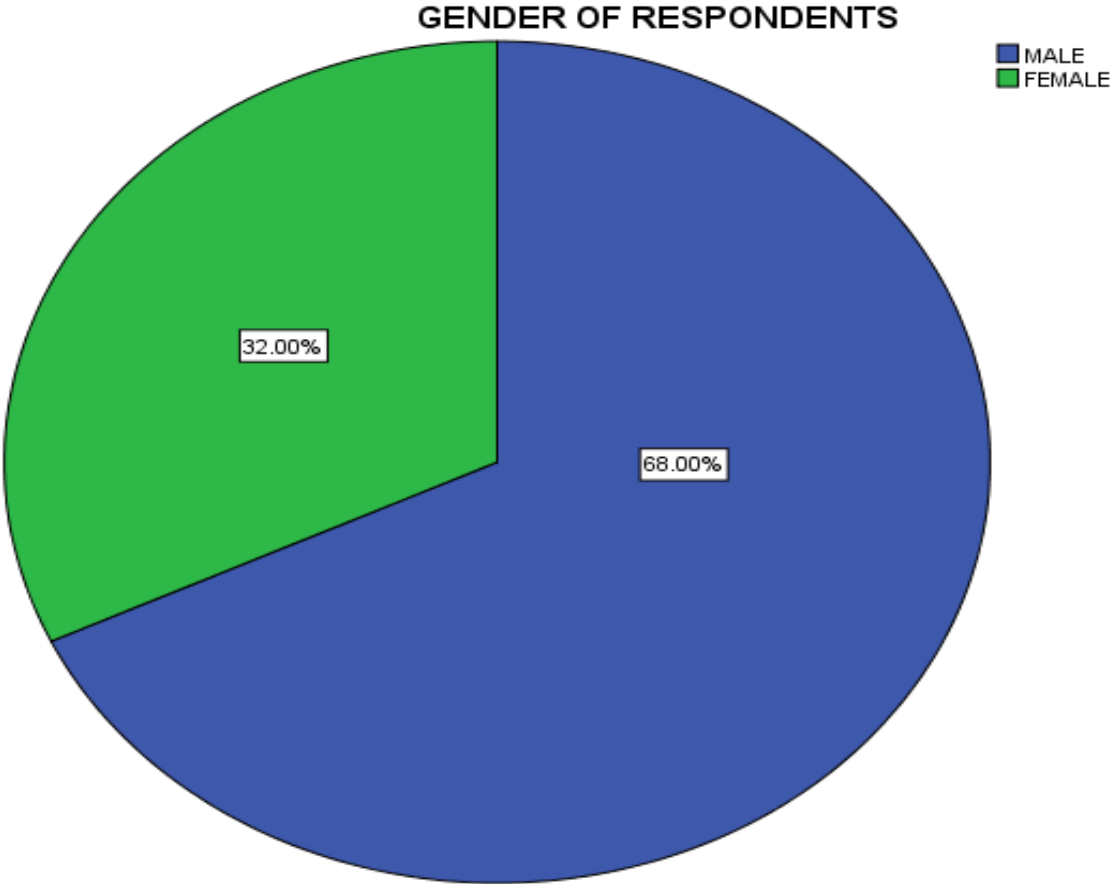
This part provides background information about the respondents who took part in the survey. The last goal of this background information is to learn about the respondent's characteristics. The goal of this background information is to learn about the respondents' characteristics.

Furthermore, the respondents were promised that all the information they give would be used for academic research purpose only and that their identities would be kept private the 100 respondents (50 of who filled out the demographic component of the questionnaire) are examined in terms of age, gender, marital status, education level, experience and their departments.

RESPONDENTS BY GENDER (Table 4.1.1)

		Frequency	Percent
Valid	male	34	68.0
	female	16	32.0
	Total	50	100.0

The findings of table 4.1.1 the most of respondents 34(68%) were male, and 16(32%) were female according to the response provided by target people, therefore the majority respondents in this chart below shows the number of respondents by gender.

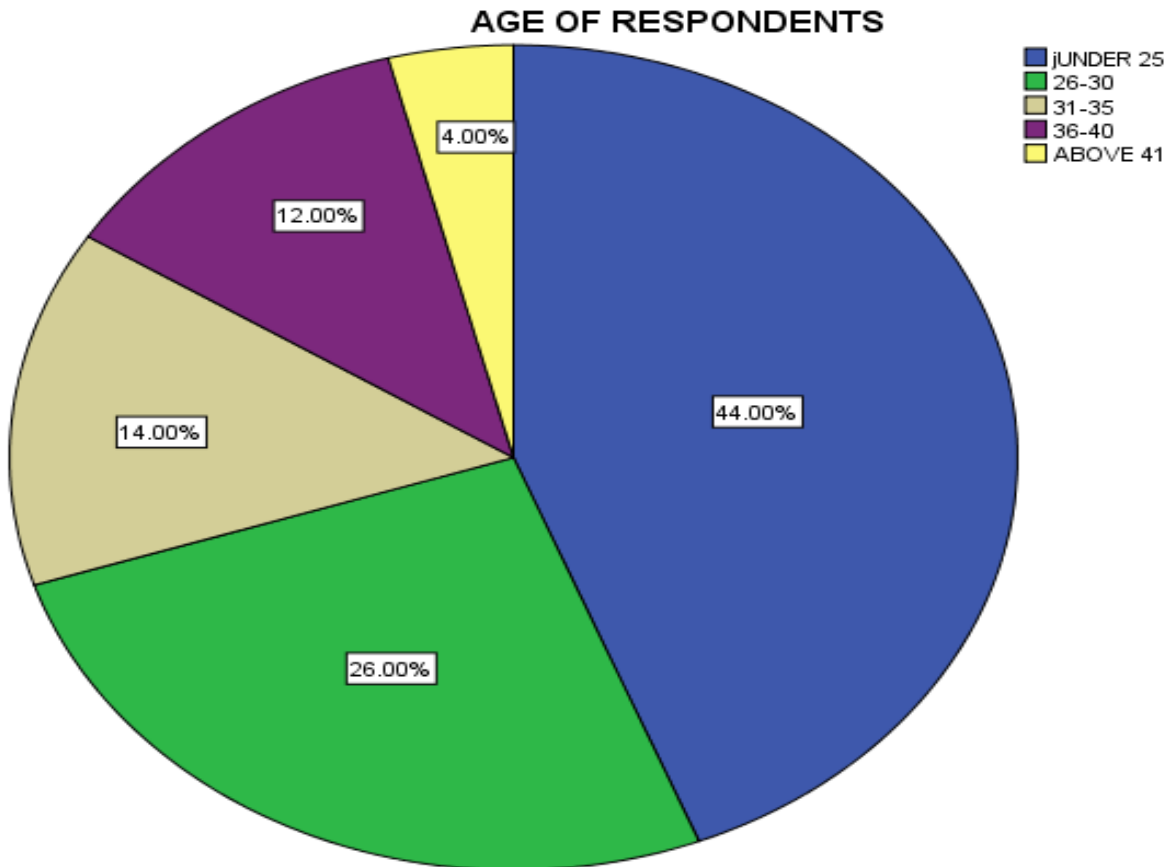


RESPONDENTS BY GENDER (FIGURE 4.1.1)

RESPONDENTS BY AGE (table 4.1.2.)

		Frequency	Percent
Valid	UNDER 25	22	44.0
	26-30	13	26.0
	31-35	7	14.0
	36-40	6	12.0
	ABOVE 41	2	4.0
	Total	50	100.0

The findings of table 4.1.2 the most of respondents of 22(44%) and they were under 25 and 26-30, were 13(26 %), while 7(14%) were 31-35 therefore according to response provided by target people ,the majority of the respondents of this chart below indicates the number of respondents according to their age that is the age of under 25(22%) and 13(26%) respectively.



RESPONDENTS BY AGE IN FIGURE 4.1.2.

MARITAL STATUS TAB 4.1.3

		Frequency	Percent
Valid	SINGLE	25	50.0
	MARRIED	22	44.0
	DIVORCED	2	4.0
	WIDOW	1	2.0
	Total	50	100.0

The findings in the table 4.1.3 denotes that most of the respondents of 25(50 %) were single and 22(44 %) were married therefore according to response provided by target people, the majority respondents of 25(50 %) in this chart below show the number of respondents according the marital situation.

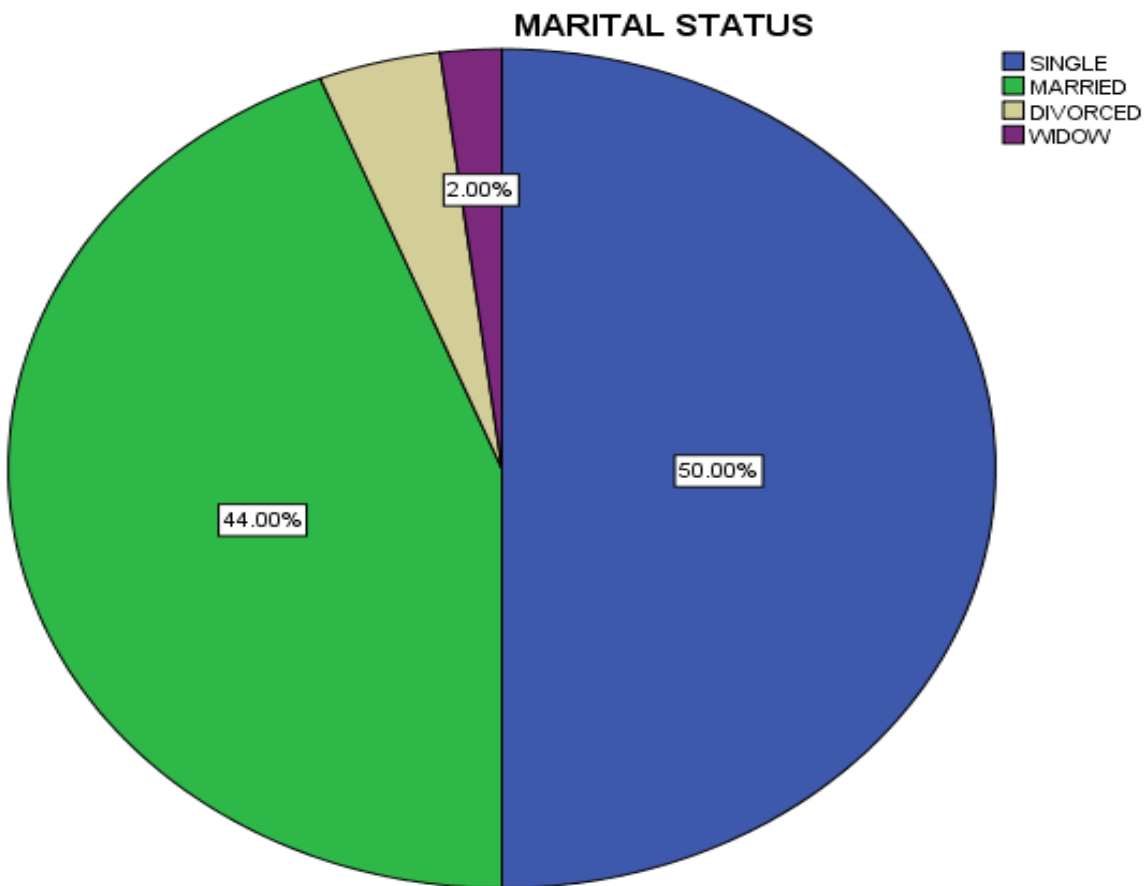
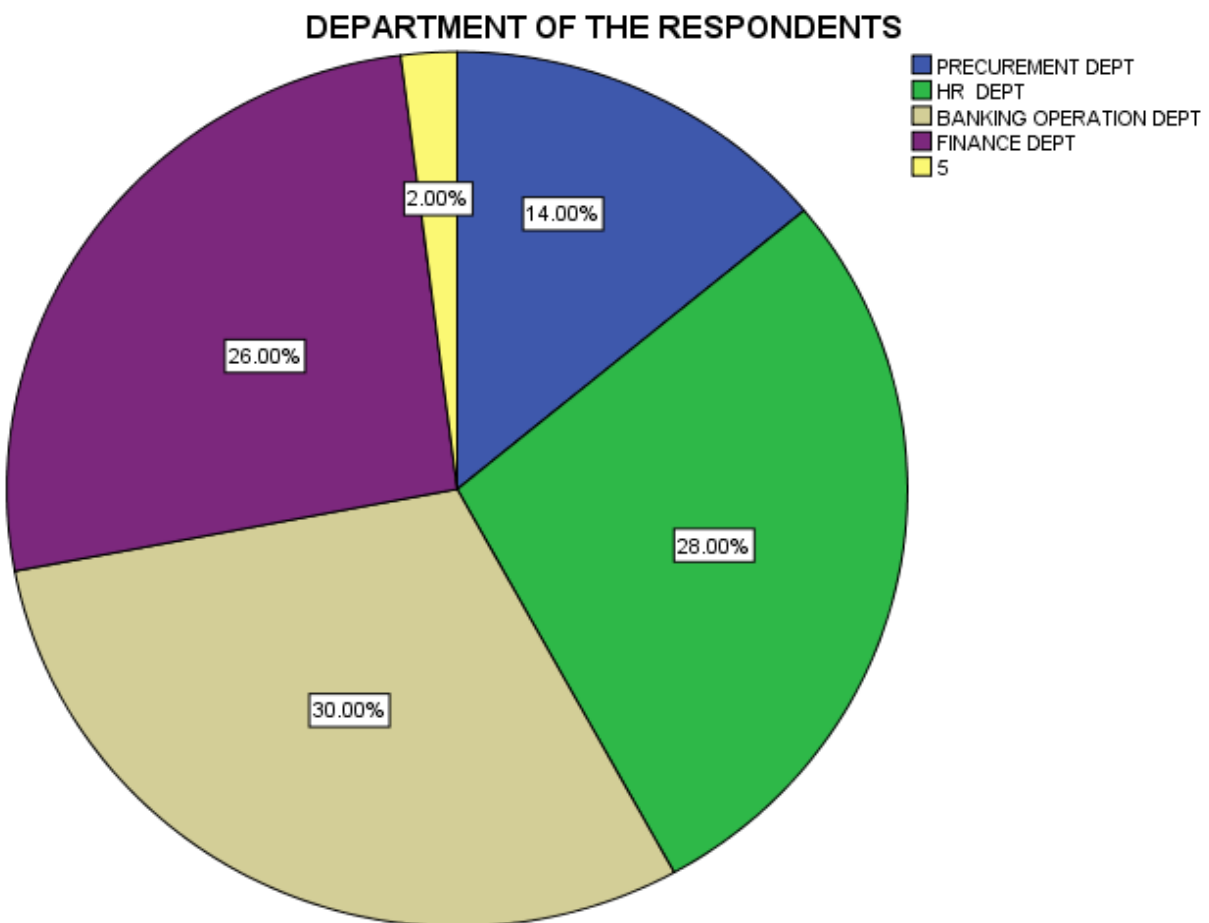


FIGURE 4.1.3 RESPONDENTS BY MARITAL STATUS

RESPONDENTS BY DEPARTMENT (Table 4.1.4)

		Frequency	Percent
Valid	PRECUREMENT DEPT	7	14.0
	HR DEPT	14	28.0
	BANKING OPERATION DEPT	15	30.0
	FINANCE DEPT	13	26.0
		1	2.0
	Total	50	100.0

The finding of table 4.1.4, the most of the respondents 15(30 %) were banking department, 14(28%) were HRM department, and 13(26%) were finance department therefore this chart below shows the majority number of respondents respectively.



RESPONDENTS BY EDUCATIONAL LEVELS (TABLE 4.1.5)

		Frequency	Percent
Valid	SECONDARY	4	8.0
	BACHELOR	30	60.0
	MASTER	14	28.0
	PHD	2	4.0
	Total	50	100.0

FIGURE 4.1.4 RESPONDENTS BY DEPARTMENT

The findings of table 4.1.5 the most of respondents 30(60 %) were bachelor and 14(28%) were masters degree therefore the chart below indicates that majority of the respondents here about educational level were bachelor and masters degree mostly as you can see above.

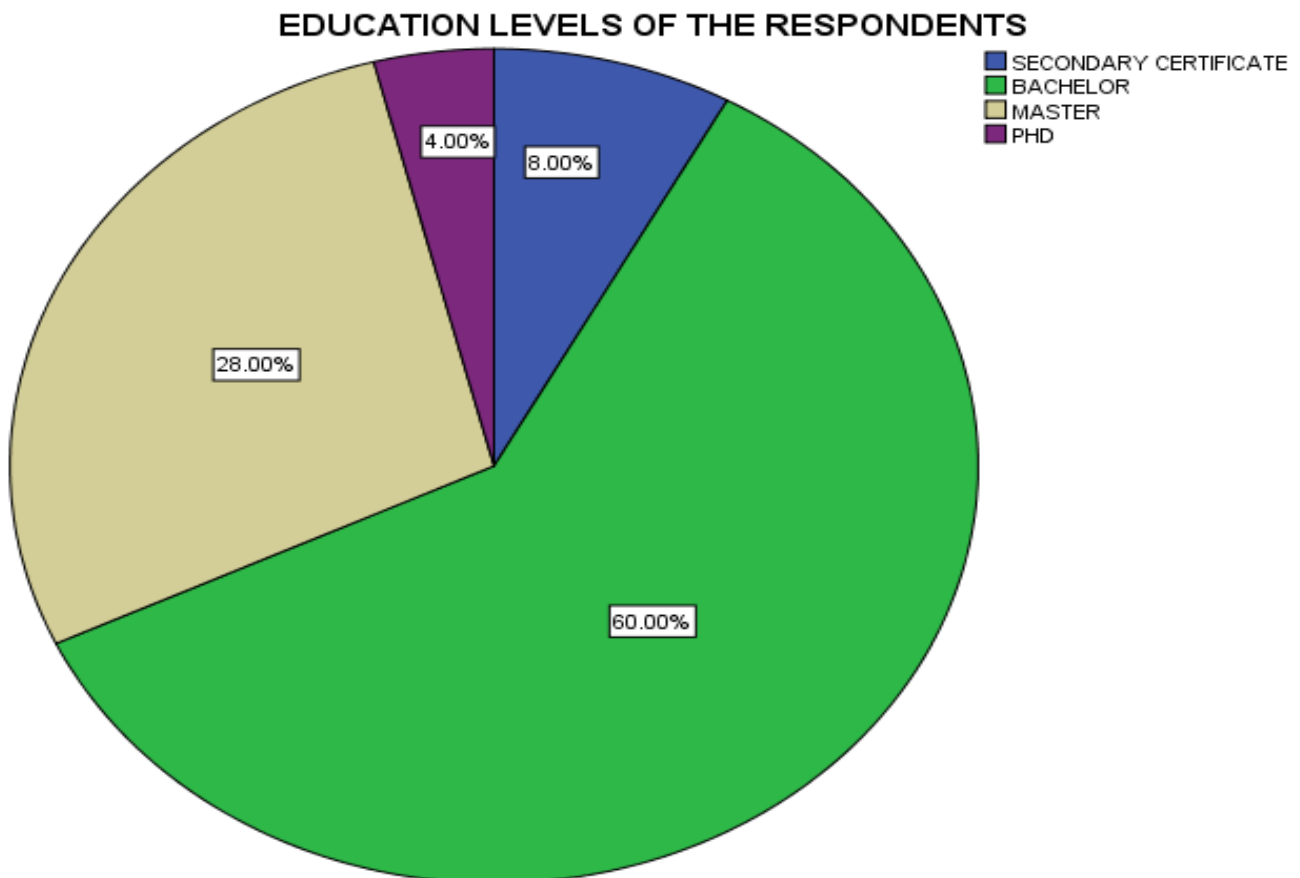


FIGURE 4.1.5 RESPONDENTS BY EDUCATIONAL LEVEL

THE RESPONDENTS' EXPERIENCE (TABLE 4.1.6)

		Frequency	Percent
Valid	Less than 1 yr	11	22.0
	2 yr	16	32.0
	2-3 yrs	7	14.0
	3-4 yrs	9	18.0
	5 yrs	7	14.0
	Total	50	100.0

the findings of table 4.1.6 indicates that most of the respondents of this questionnaire are experienced but they are mostly hired after last two years that means 16 (32%) persons of the respondents are working within two years

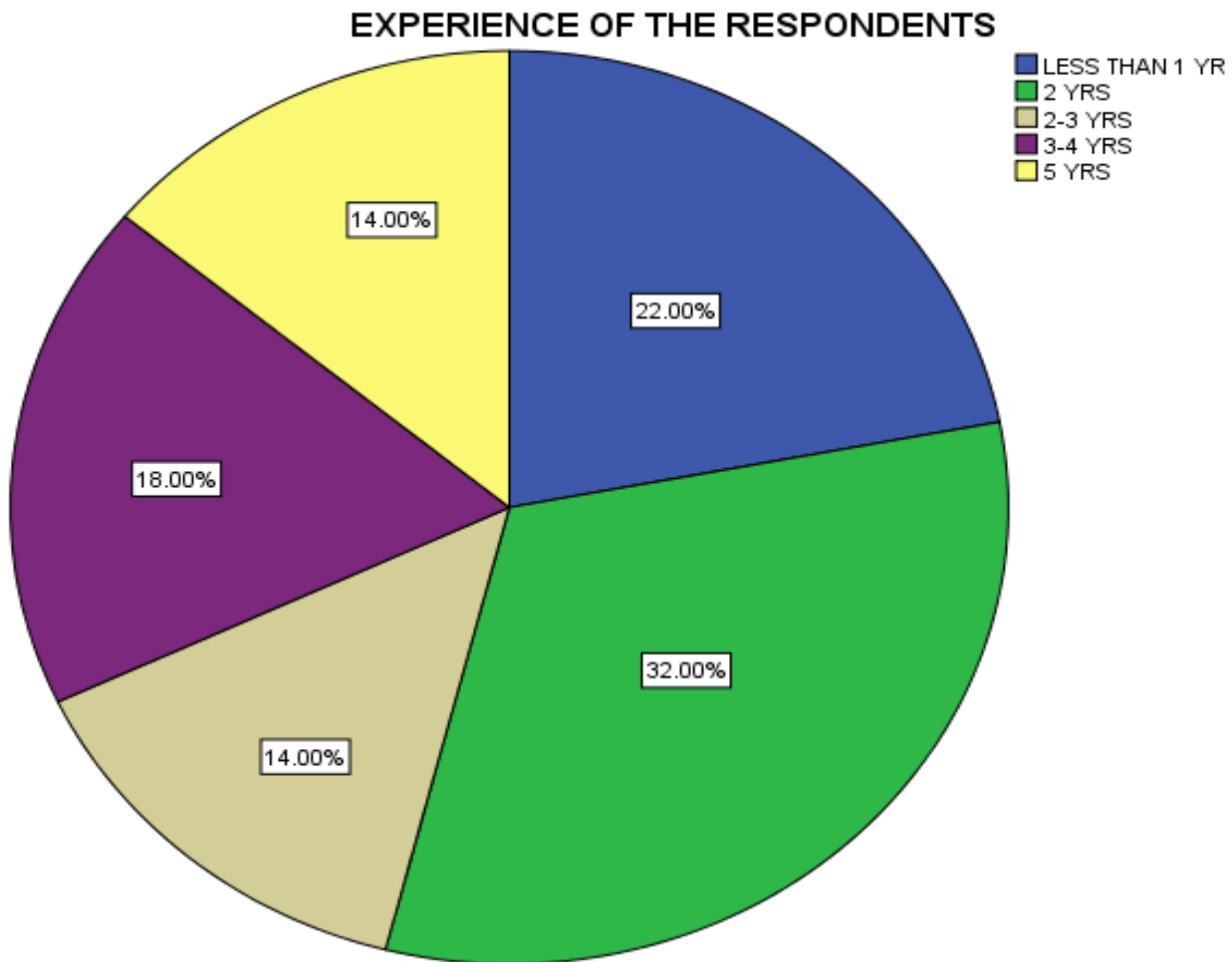


FIGURE 4.1.6 EXPERIENCED RESPONDENTS

TABLE 4.2.1: RESPONDES BY CONFLICT MANAGEMENT QUESTIONS

CONFLICT MANAGEMENT	Mean	INTERPRETATION	Std.Deviation	RANK
When correctly managed, disagreement can inspire inventive thought, which is sometimes good and required.	4.22	EXCELLENT	.864	6
If a conflict isn't handled properly and promptly, it might lead to a drop in organizational productivity.	4.06	VERY GOOD	.998	10
One of the causes of Somali organizational conflicts is resource scarcity.	4.36	EXCELLENT	.802	1
You must utilize effective conflict management mechanisms as an organizational manager to resolve organizational conflicts.	3.98	VERY GOOD	.937	11
Negotiation could be used to resolve conflicts between parties, but force should never be utilized.	4.26	EXCELLENT	.876	5
Detecting and then resolving a disagreement is the first step in conflict management.	4.32	EXCELLENT	.713	3
Settling a conflict is the process of putting an end to a disagreement by balancing the interests of both sides.	4.30	EXCELLENT	.814	4
We employ specialized interaction to handle conflict, which stops a disagreement from escalating into a battle or war.	4.34	EXCELLENT	.626	2
Procedure changes, personnel changes, resource changes, authority changes, and layout changes can all be used to address structural issues.	4.12	VERY GOOD	.773	7
Conflict resolution techniques like avoidance, give and take, problem solving, collaboration, and negotiation can be used to address interpersonal issues.	4.06	VERY GOOD	.978	10
The most disruptive technique of conflict management in projects is avoidance.	4.10	VERY GOOD	.814	8
In order to satisfy the other party, one side must compromise their own needs, interests, and expectations.	3.94	VERY GOOD	.843	12
Compromise is a method of dispute resolution in which both parties give and take, winning and losing something.	4.08	VERY GOOD	.954	9
The most significant component in employee success is motivation.	4.22	EXCELLENT	.954	6

Confrontation or problem solving is a type of negotiation that aims to satisfy all parties involved in a dispute by preserving all relevant facts and resolving the issue using scientific methods.	4.32	EXCELLENT	.844	3
Total	4.18	VERY GOOD		

Primary data source:

According to the data in table 4.2.1, respondents strongly agreed that conflict is sometimes desirable and necessary, and that when managed well, it can lead to new thinking. Respondents strongly agreed that resolving conflicts ends the dispute by satisfying the interests of both parties (M=4.30), and they also agreed that Interpersonal Conflicts Can Be Resolved Using Conflict Resolution Techniques such as Avoidance, problem solving ,collaboraton and Negotiation.

TABLE 4.2.2: RESPONDES BY ORGAN IZATIONAL PERFORMANCE QUESTIONS

ORGANIZATIONAL PERFORMANCE	Mean	INTERPRETATION	Std. Deviation	RANK
An organization is a group of people who band together to achieve a common goal, such as business.	4.36	EXCELLENT	.749	5
The act of performing a task or function is referred to as performance.	4.42	EXCELLENT	.785	3
Without resolving inter-organizational issues, organizational performance cannot be enhanced.	4.38	EXCELLENT	.855	4
Have you ever attended a meeting to resolve a problem at your workplace?	4.04	VERY GOOD	.947	6
Our company provides employees with training and development opportunities such as seminars and scholarships.	4.38	EXCELLENT	.725	4
Employee cooperation and dedication are critical to corporate success.	4.44	EXCELLENT	.675	2
Employee performance and conflict management have a close relationship.	4.56	EXCELLENT	.837	1
TOTAL	4.37	EXCELLENT		

Primary data source:

Respondents strongly agreed, according to the findings in table 4.2.2, that an organization is a group of people who work together to achieve a common goal, such as business. Respondents (m=4.36) strongly agreed that inter-organizational conflicts must be resolved before improving organizational performance, whereas respondents (m=4.38) strongly agreed that there is a strong link between employee performance and conflict management (m=4.56), and that organizational performance is dependent on employees' cooperation and commitment.

CHAPTER 5: CONCLUSION AND RECOMMENDATION

5.1 CONCLUSIONS

Conflict management strategies, according to the findings of this study, are critical and very important for achieving and maintaining corporate goals and objectives.

In other words, if management is unfamiliar with conflict resolution procedures, organizational performance suffers; however, if conflict is managed constructively, organizational performance improves. Following the above-mentioned key research finding, the researcher drew the following conclusions from the data he collected and analyzed:

1. That disparities in respondents' educational qualifications will have no bearing on the management practices used to deal with conflict.
2. the causes of conflicts on an organization are same whether the respondents male or female.
3. This conflict has a negative impact on an organization's performance.
4. That a primary source of conflict is a lack of communication.
5. Low morale is one of the most prominent repercussions of conflict.
6. Constant discussion is one of the available approaches to handle a conflict issue in an organization.

5.2 Recommendations

Despite the fact that disagreements can have both positive and bad consequences, management and employees should strive for the positive outcomes. Managers should establish suitable techniques to settle disputes as they arise in their firms, according to Adomi and Anie (2005).

In light of the above research findings and conclusions, the researcher makes the following recommendations: That Management must adopt Conflict Management strategies that will improve on the Performance of the Organization.

1. managers must ensure whether there is an open communication between managements and employees.
2. Organizations should provide sufficient space for decision-making;
3. Staff wellbeing should be considered for proper operation and maximum output;

4. Organizations should emphasize participative management rather than autocratic management; and whether enough interaction and dialogue in conflict resolution take place.
5. Organizational employees should focus on working together in peace and unity to achieve a common goal for the good of the organization, rather than competing for supremacy; 2. Organizational personnel should attend training seminars on conflict resolution procedures.
6. To boost employee morale, management should foster and promote interpersonal interactions among coworkers.
7. There is a constant need for communication between management and employees to clarify concerns and exchange ideas.
8. Management should re-educate employees on the effects of conflict on organizational performance.
9. Group interaction and activities should be tracked to ensure a level of functionality that is conflict-aware.
10. Management should make efforts on a regular basis to organize seminars/workshops on organizational conflict management for employees, so that employees can learn about conflict and how to effectively manage it for individual and organizational effectiveness.
11. Effective conflict resolution can be achieved through good leadership on the part of management and employee representatives.
12. Positive conflicts are only possible if the organization's distinguishing features are investigated.
13. The best way to resolve a conflict is through negotiation between the parties involved, rather than using force.
14. Organizational conflicts arise as a result of competition for supremacy.
15. A scarcity of common resources causes conflict, which reduces job satisfaction and productivity or service rendered.
16. Finally, due to the harmfulness of conflicts and the importance of conflict management and resolution, early recognition of the conflict and attention to the disputing parties are required.

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APPENDIX (A): SURVEY QUESTIONNAIRE

Dear Sir,

I AM Hassan Ali Roble, a Somali student at United International University (UIU) in Bangladesh, I am preparing master's degree in international human resource management. I'm working on a research project about the role of conflict management on organizational performance.

It is a case study of **international bank of Somalia** (IBS), Mogadishu, as a partial fulfillment of the Masters course, please take a few moments to complete the questionnaire attached.

Your responses and contributions will be kept completely confidential, and no staff members' names will appear in the final research report. Your cooperation and assistance will be much appreciated. I assure you that all of your information will be kept private and used solely for the purposes of my project.

SECTION (A) Demographics questions

Respondent By Gender

1) Male 2) Female

Respondent By Marital Status

1) Single 2) Married 3) Divorced 4)Widow(er)

Respondent By Age

Below 25 26-30 31-35 36-40 41 and above

Respondent by department:

Procurement Dept. HR Dept. Banking Operation Dept. Finance Dept.

Highest level of education attained:

Secondary Bachelor Masters PHD

Level of experience

How long have you been working for this Bank ?

Less than 1 1-2 Yrs 2-3 Yrs 3-4 Yrs 5 Years and above

SECTION (B) conflict management questions

The questions in this section are about conflict management characteristics. Please take your time when answering each question.

Questions to be answered		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
No	conflict management	1	2	3		5
1	When correctly managed, disagreement can inspire inventive thought, which is sometimes good and required.					
2	If a conflict is not handled properly and in a timely manner, it can lead to decreased organizational productivity.					
3	scarcity of the resource is one of the causes of somali organizational conflicts.					
4	as an organizational manager you must use effective conflict management mechanism to solve organizational conflicts					
5	the conflicting parties could be managed using negotiation while force should never be used					

6	Conflict management entails first identifying and then resolving the conflict.					
7	Resolving a conflict puts an end to the conflict by satisfying the interests of both parties.					
8	To manage conflict, we employ specialized interaction that prevents a disagreement from escalating into a battle or war.					
9	Procedural changes, personnel changes, resource changes, authority changes, and layout changes can all be used to resolve structural conflicts.					
10	Interpersonal conflicts can be resolved using the conflict resolution techniques such as avoidance, give and take, problem solving, collaboration and negotiation.					
11	The most disruptive style of conflict management in projects is avoidance.					
12	To accommodate concerns, one party foregoes their own needs, wants, and expectations in order to satisfy the other party.					
13	Compromise is a style of conflict resolution in which both parties give and take, and they both win and lose.					
14	Motivation is the most important factor in employee performance.					
15	Confrontation or problem solving is a style of resolving a conflict by keeping all the facts and using scientific techniques.					

PART (C) organizational Performance questionnaire

1= Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5= Strongly Agree						
No	ORGANIZATIONAL PERFORMANCE	1	2	3	4	5
1	An organization is a group of people who work together to achieve a common goal, such as business.					
2	performance is a process of performing task or function					
3	organizational performance cannot be improved without solving inter organizational conflicts					
4	did you ever participate in organizational conflict resolution meetings?					
5	our organization uses training and development methods such as seminars and scholarships to the employees					
6	organizational performance depends upon employees' cooperation and commitment					
7	Employee performance and dispute resolution have a close relationship.					

Using the keys below, answer the questions in this section about organizational performance characteristics; please indicate how much you agree with each statement.

APPENDIX B: RESPONDENT ANALYSIS FROM SURVEY QUESTIONS
RESPONDENTS BY GENDER (TABLE 4.1.1)

		Frequency	Percent
Valid	Male	34	68.0
	Female	16	32.0
	Total	50	100.0

TAB LE 4.1.2 RESPONDENTS BY AGE

	Frequency	Percent	
Valid	UNDER 25	22	44.0
	26-30	13	26.0
	31-35	7	14.0
	36-40	6	12.0
	ABOVE 41	2	4.0
	Total	50	100.0

TABLE 4.1.3 RESPONDENTS BY MARITAL STATUS

Status	Frequency	Percentage
Single	25	50.0
Married	22	44.0
Divorced	2	4.0
Widow	1	2.0
	50	100.0

TAB LE 4.1.4 RESPONDENTS BY DEPARTMENT

	Frequency	Percent
Procurement dept	7	14.0
Hr department	14	28.0
Banking operation dept	15	30.0
Finance dept	13	26.0
	1	2.0
Total	50	100.0

TABLE 4.1. 5 EDUCATIONAL LEVELS OF RESPONDENTS			
		Frequency	Percent
Valid	SECONDARY CERTIFICATE	4	8.0
	BACHELOR	30	60.0
	MASTER	14	28.0
	PHD	2	4.0
	Total	50	100.0

TABLE 4.1. 6 RESPONDENTS' EXPERIENCE

		Frequency	Percent
Valid	LESS THAN 1 YR	11	22.0
	2 YRS	16	32.0
	2-3 YRS	7	14.0
	3-4 YRS	9	18.0
	5 YRS	7	14.0
	Total	50	100.0