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CONFLICT MANAGEMENT IN WORK PLACE

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I. INTRODUCTION

Conflict is a clash of opinions among the members belonging to the same group or work place. In work places conflicts arises between the groups , teams, community (or) an organization. These conflicts can be both positive and negative as well. Conflict management is a technique (or) ideas that are used to sort out the problems of conflicts by minimizing the negative effects of the conflicts and thereby enhancing the positive outcomes of a conflict. In a work place organization conflicts can also bring a positive move towards the growth of the company. The problem is there are some conflicts that brings a negative effects within the team or a group which in turn would degrade the performance of the company. To increase the growth of the organization and to achieve the goals and motive of an organization every individual of the organization has to follow some ideas to overcome the disputes and proceed with the smooth running. Managing conflict well can help find creative solutions to internal relationship issues, and can help to prevent environments that breed negativity, stress, demotivation and general employee unrest. Thus the main objective of our paper is to eradicate the negative outcomes of the conflict as much as possible and to enhance the learning and group outcomes including effectiveness or performance in a work place and thereby increase the productivity of

the organization.

II. DEFINITION OF CONFLICT

The interaction of interdependent people who perceive opposition of goals, aims, values and who see other party as potentially interfering with the realization of these goals.



Fig. 01 Conflict in workplace

Webster's dictionary defines conflict as "a sharp disagreement or opposition of interests or ideas". Anytime people work together, conflict is a part of doing business. Conflict is a normal and natural part of any workplace. When it occurs, there is a tendency for morale to be lowered, an increase in absenteeism and decreased productivity. It has been estimated that supervisors spend at least 25 percent of their time resolving workplace conflicts causing lowered office performance.

III. SOURCES OF CONFLICT

There are many causes or reasons for conflict in any work setting. Some of the primary causes are:

- **Poor Communication:** different communication styles can lead to misunderstandings between faculty and staff members or between staff/faculty and supervisors. Lack of communication drives conflict underground.
- **Different Values:** any workplace is made up of individuals who see the world differently. Conflict occurs when there is a lack of acceptance and understanding of these differences.
- **Differing Interests:** conflict occurs when individual faculty and staff members fight for their personal goals, ignoring organizational goals and organizational well-being.
- **Scarce Resources:** too often, faculty and staff members feel they have to compete for available resources in order to do their job. In a resource scarce environment, this causes conflicts despite awareness of how scarce resources may be.

- **Personality Clashes:** all work environments are made up of differing personalities. Unless colleagues understand and accept each other's approach to work and problem-solving, conflict will occur.
- **Poor Performance:** when one or more faculty and staff members within a work unit are not performing - not working up to potential and this is not addressed, conflict is inevitable

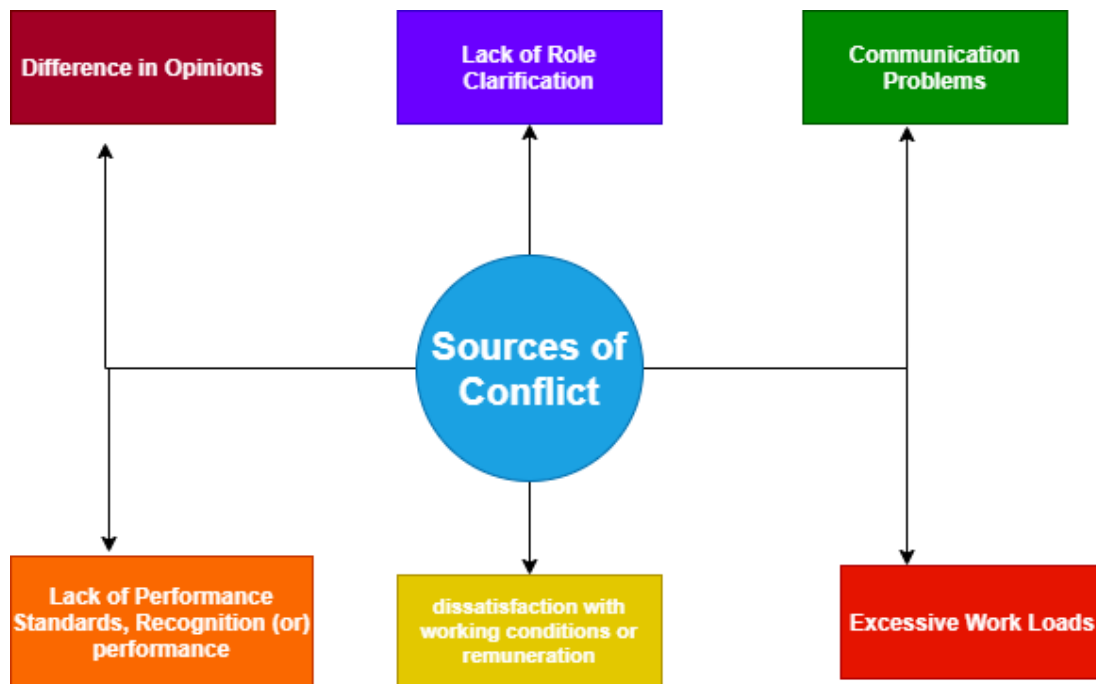


Fig 02. Sources of Conflict

IV. STAGES OF CONFLICT

The stages of conflict are:

1. **Potential Opposition or Incompatibility:** The first stage of the conflict process is called **potential opposition or incompatibility**. In this stage, there are potential areas of conflict that could develop, and they consist of communication, structure and personal variables.
2. **Cognition and Personalization:** When one of the factors mentioned in the potential opposition stage actually materializes as a conflict, then stage two occurs based on **cognition and personalization**. During this stage, the perception of conflict arises between the parties. For example, Violet realized that Eric's numerous issues have caused a drop in sales of 15%.
3. **Intentions:** The third stage is regarding **intentions**, or decisions to take action in a certain way. Violet does have a multitude of choices in how she can handle it.
4. **Behaviour:** Behavior is **the stage where conflict becomes evident**, as it includes the statements, actions and reactions of the parties involved in the conflict. These behaviors might

be overt attempts to get the other party to reveal intentions, but they have a stimulus quality that separates them from the actual intentionstage

5. Outcomes: One of the most common outcomes of conflict is that **it upsets parties in the short run** (Bergman & Volkema, 1989). However, conflict can have both positive and negative outcomes. On the positive side, conflict can result in greater creativity or betterdecisions.



Fig 03. Stages of Conflict

V. KEY COMPONENTS OFCONFLICT

- ✓ Identification of the interpersonal signs, stages and causes of conflict.
- ✓ Identification of workplacecontext
- ✓ Identification of Strategies & Implementation for managing and resolving conflicts.
- ✓ Identification of Negotiationmethods.

VI. NEED FOR CONFLICT MANAGEMENT IN ANORGANIZATION

The purpose of conflict management is to teach conflict resolution skills, such as:

- Managing conflict,
- Self-awareness about the different formats of conflicts that arises in an organization and
- Produce effective communication while in conflict with a teammember.

VII. CONFLICT MANAGEMENTSTYLE

Collaborating Style: A combination of being assertive and cooperative, those who collaborate attempt to work with others to identify a solution that fully satisfies everyone’s concerns. In this style, which is the opposite of avoiding, both sides can get what they want and negative feelings are minimized. “Collaborating works best when the long-term relationship and outcome are important—for example, planning for integrating two departments into one, where you want the best of both in the newly formed department,” Dr. Benolielsays.

Competing Style: Those who compete are assertive and uncooperative and willing to pursue

one’s own concerns at another person’s expense. Dr. Benoliel explains using this style works when you don’t care about the relationship but the outcome is important, such as when competing with another company for a new client. But, she cautions, “Don’t use competing inside your organization; it doesn’t build relationships.”

Avoiding Style: Those who avoid conflict tend to be unassertive and uncooperative while diplomatically sidestepping an issue or simply withdrawing from a threatening situation. “Use this when it is safer to postpone dealing with the

situation or you don’t have as great a concern about the outcome, such as if you have a conflict with a co-worker about their ethics of using FaceTime on the job.” **Accommodating Style:** The opposite of competing, there is an element of self- sacrifice when accommodating to satisfy the other person. While it may seem generous, it could take advantage of the weak and cause resentment. “You can use accommodating when you really don’t care a lot about the outcome but do want to preserve or build the relationship,” Dr. Benoliel says, “such as going out for lunch with the boss and agreeing, ‘If you want to go for Thai food for lunch, that’s OK with me.’”

Compromising Style: This style aims to find an expedient, mutually acceptable solution that partially satisfies both parties in the conflict while maintaining some assertiveness and cooperativeness. “This style is best to use when the outcome is not crucial and you are losing time; for example, when you want to just make a decision and move on to more important things and are willing to give a little to get the decision made,” Dr. Benoliel says. “However,” she adds, “be aware that no one is really satisfied.”

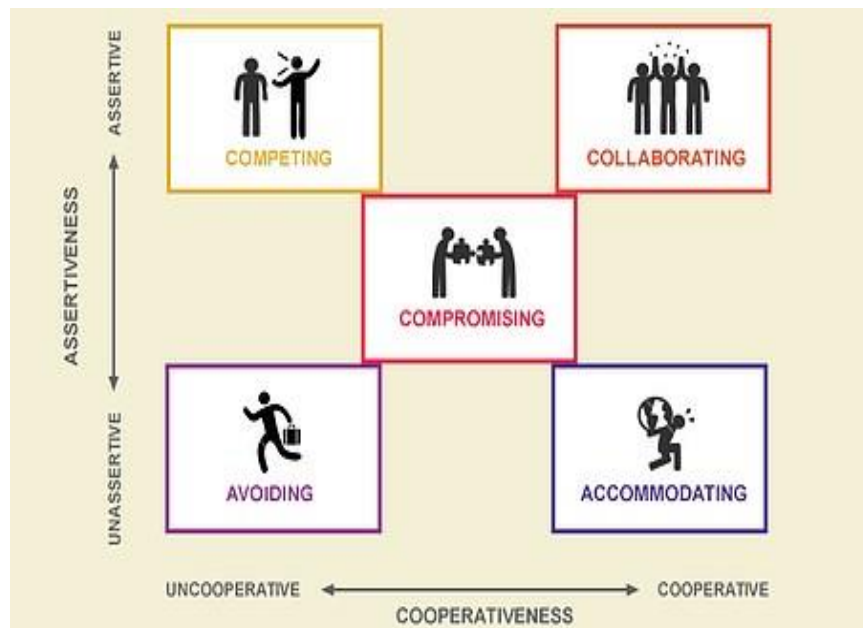


Fig 04. Conflict management styles

VIII. CONFLICT TECHNIQUES

- Listen, Then Speakout

- Gather the Group
- Be Impartial
- Do not Postpone Conflict Resolution
- Promote Team Work
- Forget about winning or Being Right
- Do not look for the person to blame - Look for the Root Cause
- Meet Face to Face



IX. DIAGNOSING THE NEGATIVE CONFLICTS

Step 1: Describe/map the conflict Step 2:

Identify sources

Step 3: Analyze interests

Step 4: Characterize the conflict Step 5:

Consider trust

Step 6: Identify impediments to settlement

Step 7: Address negotiation styles and preferences Step 8:

Consider power

Step 9: Identify/maximize the Best Alternative To a Negotiated Agreement (BATNA)

Step 10: Consider diversity issues

CONFLICT MANAGEMENT

INCREASE
the positive



DECREASE
the negative

Fig 05. Diagnosing the negative conflict**X. STRATEGIES TO OVERCOME NEGATIVE CONFLICTS**

- Don't be afraid of the conflict
- Abandon the concept of winning and losing when faced with conflict.
- Avoid negative or confrontational language
- Talk through the situation with a neutral party to gain perspective and clarity from that person
- Find something to distract you from the conflict.

XI. ANTICIPATING CONFLICTS

- What are the key sources in the workplace?
- When do they tend to occur?
- How do people respond to these conflicts as they arise?
- When you will solve the problems, for the moment or do you put in place systems for addressing these types of issues in future?

**Fig. 06 Anticipating Conflicts**

XII. EVALUATING OUTCOMES

- Purpose of Evaluation
- Analyse the conflict context
- Gender Equality
- Taking Time and Logistical issues into consideration
- Coordinate with others.
- Determine how the Evaluation will be managed
- Select and contract the evaluation team
- Prepare to disseminate the evaluation results
- Control Quality



XIII. CONCLUSION

Conflicts are normal and a constant process in any organization. Dealing around these conflicts positively is important. Conflicts can be both productive and destructive for the organization; productive conflicts can help you by motivating you in working better.

- ❖ Expresses Trust and Care
- ❖ Issues will be explored positively
- ❖ Increases group cohesion
- ❖ Produce Growth
- ❖ Enhanced Identity
- ❖ Facilitates Participation
- ❖ Improves Decisionmaking
- ❖ Demonstrates diversity
- ❖ Increase Commitment

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