



An overview of Organizational Conflict

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Abstract

The study has the major purpose to investigate the factors that creates the conflict within the organization. This conflict is raised when the thinking between two are not similar. In this study there is shown about the causes, factors and different types & stages of conflict. Because of this reason of conflict there occurs huge problems in workplace. Here is also shown the conflict resolutions ideas for the decreasing of conflict.

Keywords: conflict, workplace, organization, factors, disagreement

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I. Introduction:

Organizational conflict, also known as workplace conflict, can be defined as the state of disagreement or misunderstanding that arises between individuals or groups who work for the same organization as a direct result of competing requirements, concepts, convictions, values, or objectives. Conflict can arise in the workplace whenever two or more people interact with one another when their perspectives on any given task or decision are in direct opposition to one another. Organizational conflict in the workplace can cause rapid unfavorable consequences that have an impact on relationships (individual and group). If it is not dealt with in a competent manner, it can result in a significant waste of time and effort. The term "organizational conflict" refers to the result of human interaction that begins when one member of the organization realizes that his or her objectives, values, or perspective are incompatible with those of other members of the organization. It is possible for there to be incompatibility in opinions within a member, between two members of the organization, or between different groups of the organization. A misunderstanding or disagreement that arises within an organization and can involve coworkers or leaders is an example of organizational conflict. Disagreements of this kind have the potential to break down the cohesion and collaboration that exists in the workplace. When different employees at a company are at odds with one another, it can be difficult to get everyone on the same page regarding the objectives of the business.

It's possible for conflict to arise both inside and outside of an organization. Both the individual and the group's work efficiency are negatively impacted as a result of conflict because people who are engaged in conflict are preoccupied with formulating a strategy to overcome the opposition. Therefore, they are not fully present at work, which has repercussions for the levels of productivity and efficiency at the individual, group, and organization levels.

It is the responsibility of organizations to cultivate an atmosphere at work that fosters the growth and development of their employees. If there is an escalation of disagreement and differences of opinion into conflict, then the organization is obligated to take immediate action. A conflict within an organization has the potential to be either beneficial or harmful to the organization. Relationships between individuals and groups in their workplaces, as well as in other aspects of life, can be improved through effective management of conflict.



II. Literature Review:

There is various definition about the organizational conflict which is described by different authors and writers. Every writer has got their own view points on the topic of organizational conflict. Some definition of the organizational conflict is demonstrated below:

Mary Parker Follett simply defines conflict as, “the appearance of difference, difference of opinions, of interests”.

Thomas Chung and Rich Megginson define conflict as, “the struggle between incompatible or struggling needs, wishes, ideas, interests or people. Conflict arises when individuals or groups encounter goals that both parties cannot obtain satisfactorily”.

According to David L. Austin (1972), “It can be defined as a disagreement between two or more individuals or groups, with each individual or group trying to gain acceptance of its view or objectives over others”.

III. Factors Influencing Organizational Conflict

Organizational conflict is the conflict that occurs within the organization with different factors. Various types of factors are there behind the reason for conflict in which some factors are described below:

1. **Unclear Responsibility:** If there is lack of clarity, regarding who is responsible for which section of a task or project, conflict takes place. And, to avoid this situation, the roles and responsibility of the team members should be stated clearly and also agreed upon by all.
2. **Interpersonal Relationship:** Conflicts at the workplace are often caused by interpersonal issues between the members of the organization. Every member of an organization possesses different personality, which plays a crucial role in resolving conflict in an organization.
3. **Scarcity of Resources:** One of the main reasons for occurrence of conflict in an organization is the inadequacy of resources like time, money, materials etc. due to which members of the organization compete with each other, leading to conflict between them.
4. **Conflict of Interest:** When there is a disorientation between the personal goals of the individual and the goals of the organization, conflict of interest arises, as the individual may fight for his personal goals, which hinders the overall success of the project.

IV. Types of Organizational Conflict

The whole spectrum of workplace disputes includes those at the interpersonal, intrapersonal, intergroup, intragroup, and inter-organizational levels. As stated below, the management of conflict at these multiple social levels requires the preservation of a moderate level of conflict at any of these levels.



1. **Intrapersonal Conflict:** Intra-personal conflicts can arise when a person's goals and vision are different from those of their organization. An individual experiences internal struggle. The encounter happens in the individual's head. As a result, it is a particular kind of psychological conflict that involves the thoughts, values, ideals, and feelings of the individual. For instance, a secretary could have to make up that her boss is out of the office in order to deceive a caller or an undesirable guest. The secretary may have internal conflict as a result of developing a telling-the-truth ethic. A person might experience a role conflict in addition to these value conflicts. For instance, a police officer might be invited to his brother's wedding and discover that some of the attendees are engaging in illegal drug use. He might be torn between playing the character of a brother and a police officer as a result of this.
2. **Interpersonal Conflict:** Conflict within an organization between two individuals is referred to as interpersonal conflict. Basically, this happens as a result of some human differences. Our different personalities frequently result in unrelated decisions and viewpoints. Conflict between two managers who are vying for scarce financial and human resources could result from this. Interpersonal conflict between the two professors may arise if there are two equally deserving professors who are both up for advancement but only one can be given the opportunity due to financial and positional restrictions. Conflicts over the organization's aims and objectives are a different sort of interpersonal conflict that might arise. A college or a university may have a policy of quality education so that only top quality students are admitted while some members of the organizational board may propose "open admission" policy where all high school graduates are to be considered for admission. Such a situation can cause conflicts among the members of the governing board. In addition to conflicts over the nature and substance of goals and objectives, the conflicts can also arise over the means for achieving these goals and objectives. For example, two marketing managers may argue as to which promotional methods would result in higher sales.
3. **Intra-Group Conflict:** Intragroup conflict occurs among individuals within a team. These are conflicts that typically involve more than one person within a group. The incompatibilities and misunderstandings between team members lead to intragroup conflict. It starts from interpersonal disagreements like team members have different personalities which may lead to tension or differences in views and ideas. For example, in some restaurants, all tips are shared equally by all waiters and waitresses. Some particular waitress who may be overly polite and efficient may feel that she deserves more, thus causing conflict between her and the group. Similarly, if a group is going on strike for some reasons, some members of the group may not agree with these reasons or simply may not be economically able to afford to go on strike, thus causing conflict with the group.
4. **Intergroup Conflict:** Intergroup conflict occurs when a misunderstanding arises among different teams within an organization. This is due to the varied sets of goals and interests of these different groups. In addition, competition also contributes for intergroup conflict to arise. There are other factors which fuel this type of conflict. Some of these factors may include a rivalry in resources or the boundaries set by a group to others which establishes their own identity as a team. For example, sales people who depend upon their commission as a reward for their efforts may promise their customers certain quantity of the product and delivery times which the production department may find impossible to meet thus causing conflict between the two units.
5. **Inter-organizational Conflict:** Inter-organizational conflict is the conflict that arises across different organizations. When different businesses are competing against one another, this is an example of inter-organizational conflict. Conflict also occurs between organizations which are dependent upon each other in some way. This conflict may be between buyer organizations and supplier organizations about quantity, quality and delivery times of raw materials and other policy issues.

V. Causes of Organizational Conflict

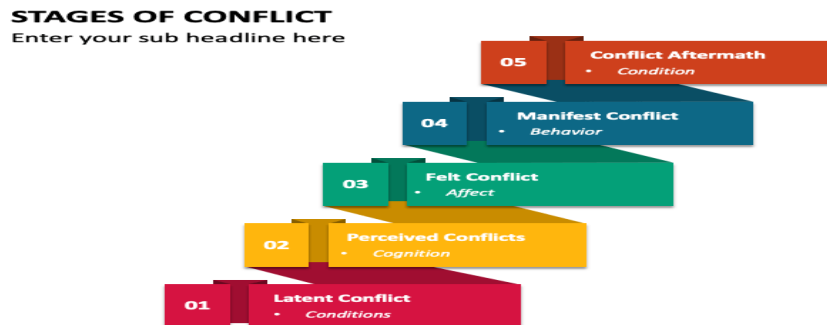
Everything you need to know about, is the reasons why conflicts arise in organizations. Conflict is a psychological state of mind that occurs when people are split between doing or not doing something. Organizational conflict can refer to disagreements among individuals or groups, and occasionally these parties are able to slow others down and create ways for doing so. Organizational existence, in its most basic form, involves conflict. In reality, conflict will arise within an organization due to its fundamental existence.

- **Managerial Expectations:** Every employee is expected to meet the targets, imposed by his/her superior and when these expectations are misunderstood or not fulfilled within the stipulated time, conflicts arise.
- **Lack of accountability:** If in a project, responsibilities are not clear and some mistake has arisen, of which no member of the team wants to take responsibility can also become a cause of conflict in the organization.
- **Communication Disruption:** One of the major causes of conflict at the workplace is disruption in the communication, i.e. if one employee requires certain information from another, who does not respond properly, conflict sparks in the organization.

- **Misunderstanding:** Misunderstanding of information, can also alleviate dispute in organization, in the sense that if one person misinterprets some information, it can lead to series of conflicts.

VI. Stages of conflict:

As a manager, having effective conflict resolution strategies is a neglected and underutilized talent. But given how commonplace conflict is at work, it hardly seems optional. The organizational conflict phases provide a crucial perspective. For instance, if you can spot the early warning signals of a destructive conflict, you can intervene before things spiral out of control. Then, you can step in and take a more constructive tack. Here the different stages of conflict are listed and demonstrated below:



- **Latent Stage:** People may be engaged in conflict in the "Latent Stage," the first of the five phases of conflict, without being aware of it. For instance, a server at a restaurant might have entered an order erroneously, resulting in the wrong meal being prepared for a table. Since neither the management nor the table are aware of this yet, no conflict has yet developed.
- **Perceived Stage:** The "Perceived Stage" is when the parties to a dispute fully understand that there is a dispute; as a result, the parties at the table have now been informed and have complained to management. Management will now approach the worker to discuss it.
- **Felt Stage:** As a result of the disagreement, one or more participants experience tension and anxiety during the "Felt Stage." Neither the manager nor the employee appreciate being the source of conflict.
- **Manifest:** Undoubtedly, this will result in the "Manifest Stage," where the conflict may be seen. The Manifest Stage can appear as emails, phone conversations, phone messages, in-person encounters, or in any other circumstance where the conflict could be seen. Other people notice the dispute and it has manifested by the time the manager takes the employee away to chat with him or her.
- **Aftermath:** The "Aftermath Stage," the last stage, occurs after a dispute has some sort of resolution or dissolution, such as the problem being solved. When the manager addresses the error with the client and takes the necessary action to guarantee the server is more cautious going forward.

VII. Organizational Conflict Resolution

A peaceful resolution to a difference of opinion between two or more parties is possible through conflict resolution. From the standpoint of conflict resolution, it is possible and necessary to resolve conflicts by taking into account the requirements of the parties involved. To put it another way, a solution must satisfy the requirements of all parties involved in the conflict if it is to be long-lasting.

A solution that satisfies one party's requirements at the expense of the other party's wants is neither fair nor likely to persist for very long. A conflict can be resolved by meeting the needs of all parties involved. Strong managerial abilities are needed for conflict resolution. To find a solution based on mutual benefit should always be our aim in conflict resolution. However, in the real world, resolution isn't always feasible. When this happens, we must handle the dispute to keep the relationship positive and the lines of communication open. The capacity to control stress and emotions is essential for effective conflict resolution. Conflict causes powerful emotions to surface that may cause damaged sentiments. When someone resolves a disagreement amicably, it improves communication, fosters trust, and fortifies bonds between parties.

Conflict resolution has got its five process which are explained below:

Step1: Determine the cause of the argument.

The more knowledge we have about the root of the dispute, the easier it will be for us to contribute to its resolution. Use a sequence of inquiries to determine the reason, such as "How did this incident begin?" to

gather the data you require. We must give both sides an opportunity to explain their side of the story as a manager or supervisor. It will help us comprehend the problem better.

Step 2: Look beyond the incident.

The point of view of the matter is frequently what makes anger grow and eventually culminate in a screaming battle or other obvious and disruptive outcome. The conflict may have originated from a small matter that happened months ago, but the tension has reached a point where the two parties are now attacking each other personally rather than dealing with the actual issue. You can persuade them to look past the incident that set them off to discover the true cause in the tranquility of your office. Again, asking open-ended questions will be beneficial. For instance, "What do you think happened here?" or "When do you think the issue between you originally developed?"

Step 3: Ask for solutions

After obtaining each party's perspective, the following stage is to determine how the situation might be altered. Again, query the parties to obtain their suggestions: "How can we improve our relationship?" As a mediator, you must be an attentive listener who is attuned to every verbal detail and a skilled reader of body language. You want the disputants to quit arguing and begin cooperating, therefore you must lead the debate away from pointing fingers and toward conflict resolution strategies.

Step 4: Identify solutions that are supported by both disputants

You are listening to determine the best course of action. Not just from each other's point of view, but also in terms of the organization's benefits, highlight the merits of various ideas. You could recommend, for instance, that increased cooperation and teamwork is required to effectively solve team and departmental difficulties.

Step 5: Agreement

The mediator must convince the parties to shake hands and accept one of the options outlined in Step 4. The objective is to negotiate an agreement. Some mediators go so far as to draft a contract that specifies actions and timeframes. However, it may sufficient to meet with the individuals and have them answer the following questions: "What action plans will you both implement to prevent future conflicts?" and "What will you do if further challenges arise? If these types of conflict arises it must be solved within without making it a big issue.

These are the various resolution ways that help in solving out the conflict problem within the organization and within the group of people.

VIII. Conclusions

It is abundantly clear from the discussion so far that conflicts arise in organizations as a result of competition for dominance, leadership style, a lack of common resources, etc. This lowers productivity or service offered as well as staff happiness with their work. Therefore, it's crucial to identify conflicts early on and pay attention to the parties involved. The best approach to resolve a dispute is through negotiation between the persons involved; using force is never a good idea. Managers who try to eradicate conflict won't last very long, whereas those who effectively handle it frequently get both institutional and personal rewards.

IX. Recommendations

Following are recommendations for organizations based on the study's results and conclusion:

1. Organizations should provide enough space for decision-making.
2. Prioritize employee wellbeing for smooth operations and maximum production.
3. Organizations should develop an appropriate system for disseminating information to all parties in order to prevent rumor-mongering.
4. Managers should practice delegating authority to employees in lower recruits.
5. Participatory management should be encouraged rather than autocratic management.
6. There should be sufficient interaction and dialogue in conflict resolution.
7. Competition for supremacy should not be allowed.

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