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CONFLICT MANAGEMENT ON THE ORGANIZATIONAL PERFORMANCE: A SYNTHESIS OF LITERATURE

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ABSTRACT

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The aim of this study is to unfold the research findings through a synthesis of literature on conflict management and organizational performance. Conflict means a clash of opinions in the simplest term. It is clear that the clash of opinions will be everywhere if the human is there and this will cause conflicts. This study has incorporated the clear concept of conflict, organizational conflict, conflict management and the organizational performance. Moreover, this research work has tried to emphasize on the importance of the issue of conflict in the organization by focusing on nature, types, causes, process, several styles, as well as models of the conflicts. A large number of studies collected from various sources and then synthesized. The literature collected provided three approaches, traditional approach, behavioral approach, and interactionist approach. The researchers showed that two common types of conflicts, vertical and horizontal are faced by the managers in the organizations. Vertical conflict is observed in groups while horizontal occurs between persons at the similar level. Besides, researchers have incorporated more types of conflicts, such as affective conflict, substantive conflict, conflict of interest, conflict of values, goal conflict, realistic conflict vs. nonrealistic conflict, institutionalized vs. non-institutionalized conflict, retributive conflict, misattributed conflict, displaced conflict etc. From the synthesis of the previous articles, it is understood that if conflict handled or managed exactly will increase the performance and productivity of the organization while poor conflict management has a negative phenomenon. This article noted that it may be a good habit to see conflict as a process not to look at the conflicting parties. This study has extracted a theoretical model of organizational conflict which comprises with specifically interpersonal, intragroup, and intergroup conflicts. Scholars in this field think that this theoretical model will enable an organizational interventionist to manage conflict effectively. The study also has observed that there is a significant relationship between conflict management styles (collective bargaining, compromise and accommodation) and organizational performance. The nature of this relation has indicated that when conflict is within the control and at an optimum level the organizational performance is the highest. Non-integrative conflict management strategies (competition, domination, and avoidance) had a negative effect on organizational performance. Finally, this study concluded that conflict was an unavoidable phenomenon in organizational life and it could contribute to or detract from organizational performance depending on the conflict management methods adopted in the workplace.

Key words: *conflict, management, organizational, performance, literature*

INTRODUCTION

Conflict is pervasive in nature and inevitable phenomenon in human life. The word 'conflict' produces different meanings carried out from the scholars' views of various disciplines. Tedeschi *et al.* (1973) opined that conflict is some extent incompatible interactive state between different actors (social entity such as individuals, corporate body etc.), behaviors or goals. Kazimoto (2013) said that workplace conflict denotes the presence of discord that frustrated each other's when goals, interests or values of different individuals are incompatible. Generally, conflict in organizations arises from disagreement on a particular issue or decision taken in the organization regarding interest or ideas. There are many interest groups or stakeholders in organizations that is management, employees, unions, suppliers etc., and each of which acts in the expectation of benefits. The cooperation among the groups is experienced for contributing the organizational resources required to generate goods and services. At the same time, the competition is viewed among them for those resources. Due to dissimilarities in the goals, preferences, and interests of the stakeholders, conflict emerges in the organization when one group tries to make its own benefits at the cost of another group.

Effect of organizational conflict and its management on organizational performance have emerged as an important area of interest for management researchers. Scholars, in this regard, have published various models for conflict resolution in the organizations (Gross and Guerrero, 2000). A large number of studies have depicted the effect of workplace conflict on the productivity at the organizational level (Jehn and Bendersky, 2003; Jehn and Mannix, 2001; Rahim 2000). Alper *et al.* (2000) plead that managing conflict is a helpful tool of an organization which creates gaps and brings positive momentum about the critical change in the organizational structure, current behavioral aspects, attitude, personalities and lead to increase in productivity. The main purpose of this study is to synthesize the literature on conflict management and organizational performance specifically to understand the concept and nature of organizational conflict; to enlist and define the types, causes, models, styles, and approaches regarding conflict and its management; and to unfold the contemporary research findings of conflict management and performance. This work may provide a bit of the necessary information to the thinkers as well as may enable the managers and policy makers in managing organizational conflict and performance by having in-depth knowledge of the conflict and pertaining the appropriate way of conflict management.

The Concept of Organizational Conflict

Organizational conflict is a reality that should be considered as a natural process that occurs daily. Conflict in organizations naturally supports or destroys the goals and performance of the organization. Workplace conflict gestates from the human interaction. It manifests when one's goals, values or attitude are not consistent in connection with organizational performance in relation to others in the organization. The symptoms of organizational conflict refer to reduced creative collaborations; team problem solving and individual's organizational performance expected productivity etc. Rout and Omiko (2007) expressed that organizational conflict can be realized as disagree that happens when the goal-directed behavior of one group of blocks or thwarts the goals of other groups. Moreover, at the organizational level, such conflict can occur at a structural level because of cross-functional departmental differences over the goal, time horizons, rewards, authority, line and staff activities, status and resources. Meanwhile, the concept of organizational conflict has gained a big attention to the management thinkers as well as practitioners. The researches have introduced a new dimension in the field of management studies. Baron and Greenberg (1990) observed that such conflict is a vital issue for both managers and for researchers interested in grasping the nature of organizational behavior and organizational processes. People compete for jobs, power, recognition and lifetime security where the conflict in the workplace is one of the important issues in their organizational life. Therefore, in these circumstances, the organizational management has to manage the conflict among the organizational stakeholders in order to make sound organizational relations and for attaining organizational goals by enhancing organizational performance.

Nature of Organizational Conflict

Conflict occurs when a person has a situation in which his concerns, desires, preferences, and/or goals differ from those of another person. Organizational conflict concentrates on the differences between two or more people, or groups or organizations and the management of organizational conflict corroborate how these entities choose to handle those differences.

There are three common views exist about the perception of conflict. First, traditional approach, conflict is viewed as destructive and harmful for the organization. So, no entertain the conflict and must suppress and eradicate it from the organization. The second view is the behavioral or contemporary thought which allows the existence of conflict in the organization. In this viewpoint, conflict is a natural and inevitable part in organizational life. The behaviorists believe that conflict is manageable and has a positive effect on the organization if handle is in the effective and efficient way rather than suppress it. The one step further, the third view of the conflict, the inter-actionists argued that conflict should be introduced and developed in the organization where in existence. They think conflict protects an organization from becoming too stagnant and apathetic. Besides, the following natures are summarized from the analysis of conflict in the organization. Conflict can be positive. It is one of the stronger forces of human collaborations. It can either encourage development or bring harm to the general population included. So, conflict has turned into a stacked word people points of view. Numerous people treated conflict to the pessimistic view, yet it can really be positive. Conflict is positive when it is used as a tool for solving a problem.

It is also an unavoidable casualty. The conflict could be a daily occurrence. Whether or not at home or at work, our wants and values inherit opposition with those of others. Some conflicts are minor, simple to handle, or some may be unnoticed. However, some need a rigorously thought out strategies for a productive resolution to avoid lasting enmity. It is skillful. The positive view is that one can improve the ability to resolve conflicts; it just takes practice and an understanding of common conflict preferences and styles.

Types of Organizational Conflict

Conflict represents the image of any kind of organizations that might positive or negative indeed. A negative environment in the workplace fosters conflict that might be carried out unsatisfactory organizational performance as well as job satisfaction. Business organizations are in turbulent situations of competition in which they want to uplift their performance and competitiveness. At the same time, it's a great challenge for the management in handling the conflict in the better way. The classification of conflicts might help the authorities for searching the flexible ways to better adjustment and changes the organizational tasks for smoothly correcting the organizational conflicts.

Imazai and Ohbuchi (2002) essentially denoted two types of organizational conflict that is *vertical and horizontal*. *Vertical conflict* is often observed in groups of diverse hierarchical levels, such as supervisors and salesmen, whereas *horizontal conflict* happens between persons at the similar level, such as executives in the same organization. Robbins (1983) also stated that vertical conflict, differences in status and power between groups, is in general larger than in the horizontal conflict because these aspects tend to equalize in equivalent hierarchical levels.

Besides, various studies of organizational behavior and management have classified the conflict in the workplaces based on the sources and organizational levels. Conflict is derived from a number of sources like as task, values, and goals and so on. The following types of conflict are noted on the basis of sources. First,

affective conflict occurs when two communicating communal aspects, while trying to solve problems together, become aware that their feelings and emotions regarding some or all the issues are incompatible (Guetzkow and Gyr, 1954; Amason 1996). This conflict is also termed as a psychological conflict, relationship conflict, emotional conflict and interpersonal conflict. Second, *substantive conflict* arises when two or more organizational individuals cannot reach an agreement on their task or content issues (Guetzkow and Gyr, 1954). It has labeled by some scholars as task conflict, cognitive conflict and issue conflict. Third, *conflict of interest* implies the inconsistency between two parties in their perceived importance for the exact allocation of an unavailable resource. Fourth, *conflict of values* is known as also ideological conflict. It urges when two social entities differ in their values or ideologies certain issues (Druckman *et al.* 1988). Fifth, *Goal conflict* represents a situation in which desired end states or preferred outcomes appear to be incompatible. In some rare cases, “it may involve divergent preferences over all of the decision outcomes, constituting a zero-sum game” (Cosier and Rose, 1977). Sixth, *realistic conflict vs. nonrealistic conflict*, Realistic conflict is originated with mostly rational or goal-oriented disagreement, on the other hand, occurs as a result of a party’s need for releasing tension and expressing hostility, ignorance, or error. Ross and Ross (1989) argued that nonrealistic conflict is an end in itself having small to do with a group or organizational goals. In this regard, Haiman (1951) expressed as intrinsic and extrinsic conflicts. Seventh, *institutionalized vs. non-institutionalized conflict*. The institutionalized conflict is a situation in which parties follow explicit rules, and display predictable behavior, and their relationship has continuity.

On the other hand, non-institutionalized conflict does not contain these three conditions. Eighth, *retributive conflict* refers to a situation where parties feel the need for a drawn-out conflict to penalize the foe. Saaty (1990) implied the situation of retributive conflict that each actor accounts its gains, in part, by gaining costs to the other party. Ninth, *misattributed conflict* denotes the wrong assignment of causes (behaviors, parties, or issues) to conflict (Deutsch 1977); and finally, *displaced conflict* takes place when the conflicting entities either direct their frustrations or hostilities to social actors who is not actually the part of the conflict or argue over minor issues (Deutsch 1977).

Knowledge about the levels of conflict in the organizational areas helps management to take the right decisions and to uplift the working environment. Types of conflict in the organizations are classified and discussed on the basis of organizational levels (individual, group, etc.) at which conflict may initiate. Rahim (2002) described the type of organizational conflict in his book ‘Managing conflict in the organization’ as intrapersonal, interpersonal, intragroup and intergroup. Intrapersonal Conflict perceives when an organizational member is required to perform certain tasks and roles that do not meet up his or her perceived importance. It is also known as intra-individual or intra-psyche conflict. On the other hand, Ikeda *et al.* (2005) argued that interpersonal conflict occurs within colleagues or supervisors. A person or group of people is frustrated by observing another person’s efforts at achieving an objective. It may occur also to organizational members of same or different hierarchical levels. This is also termed as *dyadic conflict*. Intra-group conflict takes place among members of a group or between two or more subgroups in connection with its duties, procedures, missions or visions statement and so on. This is also understood as intradepartmental conflict. However, Ikeda *et al.* (2005) opined that intergroup conflict occurs in various sections of an organization. It refers to the conflict between two or more units or groups within an organization such as line and staff, production and marketing, and headquarters and field staffs. Another name is interdepartmental conflict.

Causes of Organizational Conflicts

Henry (2009) said that in any organization, there are many causes of conflicts; however, conflicts within an individual usually arise when a person is uncertain about what task is expected to do, if not clearly defined by the supervisor or the person in charge. Furthermore, if the tasks of individuals working as a group are not clearly defined by the management they will lead to more conflicts. Brewer *et al.* (2002) expressed that conflicts between individuals may result from role-related pressures. Conflicts would arise between individuals and groups if the goals were not specified for individuals within a group. There are innumerable origins of organizational dispute and each produces its own variety of effects. In general, there are six major sources: (i) the interpersonal disagreements that arise when one person is experiencing individual stress; (ii) the problems resulting from role conflict, a condition that occurs when there is a clash over one’s role in the organization; (iii) the power struggles that pit persons and groups against one another to achieve their own selfish objectives; (iv) the misunderstandings and disagreements from differentiation, i.e., the clashes that arise because people approach common problems from very different orientations; (v) the interdependence requirements for collaboration which, if not extensive and balanced between the parties, cause communication and interaction breakdowns which, in turn, if critical, lead to more intensive conflicts; and (vi) the external pressures from forces outside the enterprise that breed internal pressures as the system seeks to adapt but not to disrupt its internal order.

Conflict Management

Conflicts and management are the two sides of the same coin. Conflict management is the process of limiting the

negative aspects of conflict while increasing the positive aspects of the conflict. The aim of conflict management is to enhance learning and group outcomes, including effectiveness or performance in an organizational setting (Rahim 2002). Properly managed conflict can improve group outcomes (Kuhn and Poole, 2000; Rahim and Bonoma, 1979). Conflict is a misunderstanding between two parties when each person believes he is almost right in all situations. So, management should choose a method to seek a solution to a conflict.

The conflict is such an organizational component which is unavoidable but needed to unfold the depth of knowledge and the pros and cons of it. For the better organizational performance, the effective and efficient mechanism is needed to determine and minimize the causes of conflict intervention among colleagues, workers, and the management staff, groups, individuals; several departments may be unit or section. Adomi and Anie (2006) said that conflict is an intimate fact of any types of organization, as long as people compete for better jobs, unavailable resources, power, social dignity and security etc. Nowadays dealing with conflicts has become a great challenge to management. So, it is understood, that conflict handled or managed exactly will increase the performance and productivity of the organization and that poor conflict management will have a negative phenomenon.

The Conflict Management Process

Conflict is a system in which one party suggests that its activity is being adversarial through any other party. As a role, human beings see solely the observable part of the conflict – irritated words and movements of opposition. But this is only a small part of the conflict process (Mcshane and Von, 2008). Conflict management is engaged with first identifying the conflict and then solving it (Matta and Corby, 2000). It may be a good habit to see conflict as a process (Barki and Hartwick, 2001; Robbins 2003) not to look at the conflicting parties (Appelbaum *et al.* 1999). Warner (2000) has presented a conflict management process with three stages such as conflict management plan, conflict analysis, capacity building and implementation. Pierce *et al.* (2007) have given a conflicting method derived by the individual’s experienced frustration, individual’s conceptualization of conflict, conflicting style.

They also gave a projected conflict management framework with steps such as identification of conflicts, classification of conflicts such as interpersonal, task, or process based, setting a systematic plan of conflict selection criteria, identification of alternative conflict dealing with intention strategies, selection, and implementation of conflict handling intension strategies. Ng *et al.* (2007) have given conflict resolution steps including prevention, negotiation, standing neutral, non-binding resolution, binding resolution, and litigation. Du *et al.* (2011) have mentioned that trust can be the tool for conflict and negotiation process. Mosaic (2012) has revealed a conflict management process with steps like as assessment, acknowledgment, attitude, action, and analysis. According to them, the keys to the conflict management process are acknowledging the daily occurrence and keep quiet and patience for hearing from the other parties. The conflict management can be conceptualized as steps of organized efforts are presented in Figure 1 which is adopted from Sudhakar (2015). In Figure 1, the conflict management process has seven steps such as (1) identify conflicts, (2) analyze conflict, (3) identification of alternative conflict solution, (4) application of conflict resolution technique, (5) choose the best substitute, (6) implementation the best solution and (7) review the impact. These seven factors impacting the conflict management process may be the personality variances, values or norms, social and economic context and subjective individual and group preferences. A Conflict management process also reveals communication, power and persuasion.

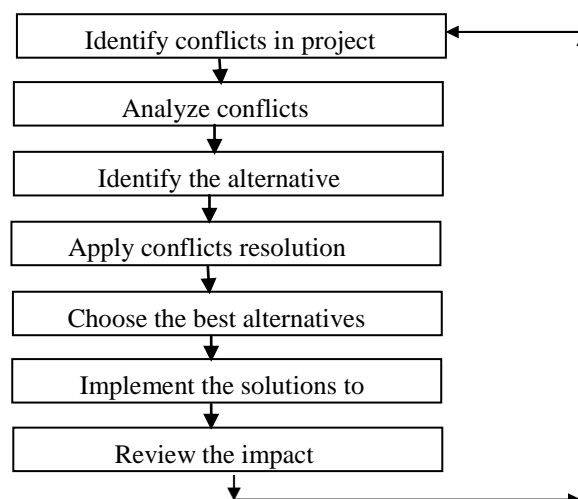


Fig. 1. Conflict management process
 Source: Adapted from Sudhakar (2015)

Conflict Management Styles

Conflict administration style is someone’s behavioral pattern, which one tends to show off whilst dealing with a conflict (Moberg 2001). Deutsch (1949) first recommended (two styles of conflict) the basic cooperative–competitive model in the exploration of social conflict. Another model of two styles - engagement and avoidance were recommended by Knudson *et al.* (1980), which did not get any unmistakable quality in principle and research in strife. The two-factor show does not perceive different styles, but rather, in actuality, including administrative settings, one scarcely experiences absolutely cooperative or purely competitive conflict circumstances. Game scholars perceive that most clashes are described by both agreeable and aggressive angles. Putnam and Wilson (1982) gave an experimental proof based on a factor investigation of the things of their organizational communication. Conflict instrument that there are three styles of handling relational clash: non-confrontation (obliging), solution-orientation (integrating), and control (dominating).

Table 1. Styles of handling interpersonal conflict: Models of 2-5 Styles

Modes	Styles				
	I	II	III	IV	V
Two styles Deutsch (1990)	Cooperation			Competition	
Knudson, Sommers and Golding (1980)	engagement		Avoidance	-----	
Three styles Putnam and Wilson (1982)	Solution-Orientation Confrontation	Non-confrontation Smoothing		Control Forcing Verbal	
Lawrence and Lorsch (1967)	Reasoning	-----		Aggression Violence	
Billingham and Sack (1987) Rands <i>et al.</i> (1981)			Avoid	Attack	Compromise
Four styles Pruitt (1983) Kurdek (1994)	Problem solving	Yielding Compliance			
Five styles Follett (1940) Blake and Mouton (1964) Thomas (1976) Rahim (1983)	Integration Confrontation Collaborating Integrating	Suppression Smoothing Accommodating Obliging			Compromise Compromise Compromising Compromising

Source: Adapted from (Rahim 2002)

Lawrence and Lorsch (1967) chose 25 truisms or customary precepts for estimating five methods of compromise, yet their factor examination recognized three, rather than five, factors: forcing, smoothing, and confrontation. The other two models of the three styles of dealing conflict were created by Billingham and Sack (1987) (reasoning, verbal aggression and violence) and Rands *et al.* (1981) (assault, maintain a strategic distance from and bargain). These models got some consideration in principle and research in the region of conjugal conflict. Pruitt (1983) recommended and gave some experimental confirmation from laboratory thinks about that there are four styles of conflicts: yielding, problem-solving, inaction, and contending. Another four-factor model of contention styles (problem-solving, conflict engagement, withdrawal, and compliance) was proposed by Kurdek (1994). This model got some consideration in the conceptualization and operational of a conjugal clash. Rahim and Bonoma (1979) have arranged the peace promotion on five styles in view of two essential measurements: concern for self and concern for others. In Table 1, has illustrated (models of 2-5) styles of handling interpersonal conflict.

Models of Conflict Management in Organization

The models of conflict management are instruments used to assess the appropriate action required in a conflict situation. Blake and Mouton model (Blake and Mouton, 1964), Thomas-Kilman model (Thomas 1976) and Holton model (Holton 1998) are the most prominent models in conflict management. Approaches to conflict management, focus on the principle that conflicts cannot necessarily be resolved but can be managed using appropriate actions such as accommodating, avoiding, collaborating, compromise and confrontation strategies for conflict management are a revolutionary detailed approach that looks into achieving long-term

wins for the parties involved in conflict. Goldman (1966) presented a cycle of battle based totally on (1) an initiating event, (2) an influencing event, and (3) a concluding event. Pondy (1967) contributed a model of organizational conflict that identified five tiers of conflicts episode: (1) latent conflict, (2) perceived conflict, (3) felt conflict, (4) show up conflict, and (5) combat aftermath. Walton and Dutton (1969) demonstrated a model of interdepartmental conflict that focused on the (1) determinants of conflict, (2) attributes or manifestations of conflict, and (3) penalties of the relationship patterns of organizational effectiveness. Thomas (1976) procedure model of fighting episode consists of (1) frustration, (2) conceptualization, (3) behavior, and (4) outcome. Figure 1 provides a theoretical model of organizational conflict, specifically interpersonal, intragroup, and intergroup conflicts. At the same time, this model will enable an organizational interventionist to manage conflict effectively. The figure 2 (two) has promulgated a model of organizational conflict.

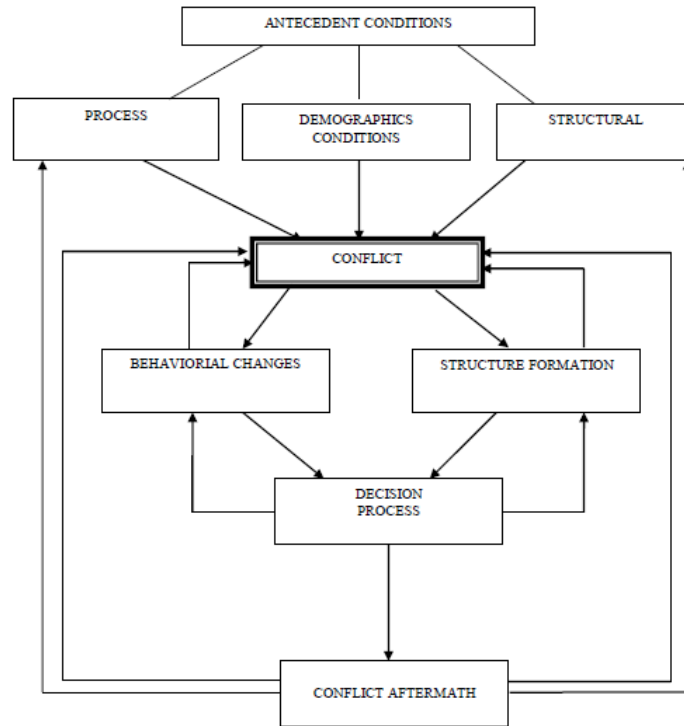


Fig. 2. A Model of organizational Conflict

Source: Adapted from (Rahim 2002)

Antecedent Conditions

The model starts with the antecedent stipulations or sources of conflict, which can be labeled as system and structural. The model additionally indicates that demographic factors, such as sex, age, education, and so on, can also additionally affect war (Corwin 1969; Rahim 1980). According to Robbins and Judge (2011), communication, structure and personal variables are the three short categories of antecedence conditions.

Structure Formation

Rahim (2002) has focused on overall contacts among the parties emerge as formal, rigid, and carefully defined. In a bureaucratic organization, the parties can also additionally use present-day policies and policies to deal with the situation(s). In some circumstances, a celebration can also come up with a distinctive interpretation of a rule so that a decision can be made in her or his favor.

Decision Process

Usually, the decision of conflict leaves a legacy which will affect the future relations of the events and their attitudes toward each other (Fillely 1975). When win-lose conflict is intensified, the events may be unable to use problem-solving strategies to make decisions to deal with their disagreements. Emphasis is positioned on proving how tough and unyielding one is, so as to persuade the adversary that one can't be pushed around" (Pruitt and Rubin, 1986). In the book of *Managing conflict in Organization* (Third edition), Rahim (2002) has mentioned about conflicts to make decisions in several situations for example in the case of conflict inside a group, superior-subordinate conflict as well as the conflict between two managers. A choice is often made with the aid of majority vote or by way of the group leader (conflict inside a group). The decision is frequently made via the most advantageous and communicated to the subordinate (superior-subordinate conflict). At the equal organizational level, the most beneficial of the two parties is often referred to as upon to make a decision to resolve the conflict (conflict between two managers).

Conflict Aftermath

Burke *et al.* (1994) were of the view that they have given more than they have received, exhibit a feeling of defeat, and manifest a low level of commitment to agreements. Finally, when conflicts are solved, it is likely that trust, commitment, and future conflict will be handled effectively than when a resolution is not the result of a problem-solving.

Conflict Management and Organizational Performance

Every profitable administration relies quite on the capability to handle fighting correctly and efficiently. Armstrong (2006), defines overall performance is measured from the real output phrases as the fulfillment of objectives and how these targets are achieved. Conflict among personnel in an organization is incapable of being avoided; as an alternative to the nature of complicated companies (Putnam and Krone, 2006). However, if managed properly, it can have a wonderful have an effect on employee satisfaction and performance (Dana 2000). Conflict administration is third-party intervention whereby administration hires an exterior specialist to identify and amp; solve the problem. Every profitable administration relies quite on a capability to handle fighting correctly and efficiently. Armstrong (2006), defines overall performance is measured from the real output phrases as the fulfillment of objectives and how these targets are achieved. Conflict among personnel in an organization is incapable of being avoided; as an alternative to the nature of complicated companies (Putnam and Krone, 2006). However, if managed properly, it can have a wonderful have an effect on employee satisfaction and performance (Dana 2000). Conflict administration is third-party intervention whereby administration hires an exterior specialist to identify and amp; solve the problem.

They are responsible for the overall performance of the organization, they involve a 3rd party earlier than the conflict escalates to the point the place organization overall performance is affected (Shelton and Darling, 2004). The hostilities administration process encompasses a huge range of activities inclusive of negotiation, trouble solving, dealing with emotion, and appreciation positions. Negotiation is used to limit conflict affecting persons so as to maximize cooperation and maintain warfare to perfect levels. This in flip drives performance (Rahim 2002). Negotiation is used to reduce war affecting humans so as to maximize cooperation and hold fighting to appropriate levels. This in flip drives performance (Rahim 2002). Communication is a conflict management strategy that can be used to improve organization overall performance by means of developing understanding, enhancing co-operation and merchandising fine overall performance (Williams 2007). The relationship between organizational conflict and performance of organization is given in Figure 3.

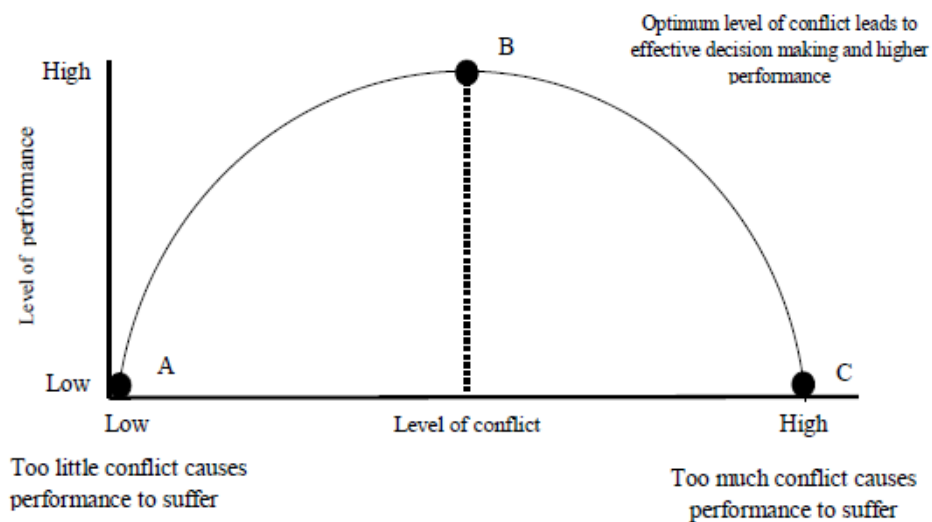


Fig. 3. Relationship between organizational conflict and performance of organization

Source: Adapted from Brett *et al.* (1994)

The Figure 3 has described below the actual relationship between organizational conflict and performance of organization: at point A, there is a low level or no organizational conflict and the performance of the organization suffers. The behavior of the employees is observed to be apathetic, stagnant and non-responsive and it is considered as dysfunctional conflict. This result is the comfort and poor performance due to lack of innovation .it may be due to low level motivational. In an organization, lack of conflict often indicates that the managers put conformity at the new ideas' expense. As the organizational conflict level increases from point A (low) to B (moderate), organizational effectiveness is likely to increase. Optimal conflict level (B) is the level where the conflict is characterized as functional. That result has been promulgated below:

1. Managers are probable to be open and encourage different perspectives.
2. To look for ways to boost organizational performance and effectiveness

3. And they view disagreements and debates as an important part of making effective decisions (Costantino and Merchant, 1996).

High level of conflict (C) is expressed in terms of disruptive, chaotic and uncooperative behavior. The performance of the employee in this zone (C) is badly affected and once an employee put his/her legs in this stage; it is extremely difficult to retrieve him back to the effective zone. Managers are likely to waste resources of the organization for personal gains. From the figure, it's very much sure that associate optimum level of conflict (B) is important for each organization to make effective decisions and exhibit excellent performance. We could be also mentioned in Figure 3 that a low level of conflict (A) fails to exhibit sensible performance. Hence, conflict is important for an organization to attain success.

Conflict Management Paradigm

Conflict can be managed in different ways, some focus on interpersonal relationships and others on structural changes. For managing in organizational level conflict should be timely recognized (positive or negative) so that it could not go out of hand. Research has shown that active conflict management permits organizational groups to discuss openly issues and disagreements, permitting them to share data and confront a conflict together as a result of the active approach which benefits team effectiveness. Rahim (2002) argued that conflict management involves designing strategies to control the dysfunctions of conflict and decorate the optimistic features in order to optimize learning as well as the effectiveness of an organization. His argument indicates that managing conflict does no longer always connote evasion rather decreases the odds of non-productive escalation. Darling and Fogliasso (1999) noted that eradication of conflict is impossible. Managers who strive to get rid of conflict will not last long, while those who manipulate it well will usually ride each institutional benefits and personal pride.

Bodtker *et al.* (2001) opined that for successful conflict management in organizations, managers should perceive and deal with three elements (attitudes, behavior, contradiction) so prompt otherwise the challenges to managing the conflict will be unsuccessful. Robinson and Clifford (1974) advocate that in an organization constructive action is the best path for managing and resolving the conflict. Parker (1974) has unfolded that if conflicts arise and are no longer managed properly, it will lead to delays of work, disinterest, and lack of motion and in severe instances, it may lead to the whole breakdown of the group. Scott (2011) suggested that when problems arise which may create conflict, this is much better to talk about problems together with a partner and listen to and discuss things in a respectful manner. Henry (2009) acknowledged the work of Knippen and Green (1999) and expressed that the great way to take care of conflicts objectively is to comply with six manners- i) describing the conflict scenario to the other person, ii) asking the other individual how he or she realizes the fighting situation, iii) responding the way the different individuals observe the situation, iv) collectively finding out how to unravel the conflict, v) making dedication to resolve the conflicts, and vi) promising to be committed in the future to continue resolving conflicts, which might arise. According to Derr (1975) collaboration, bargaining and power play are three major conflicts management tools appropriate for dealing with conflict. The Table 2 illustrates the various technologies applicable to each major cause of conflict given the three different approaches.

Table 2. Conflict Management Paradigm

Causes of Conflicts	Conflict Management Technologies		
	Collaboration	Bargaining	Power Play
External pressures	Open systems planning	Negotiation	Force and threats of force, use of laws co-optation, strategic use of information, coalition building
Individual stress counseling, coaching	problem solving	Contracting transfer, careful job	Description
Low interdependence	Increasing group Interaction	Negotiation to enhance interaction	Use of legitimate authority to structure more interaction
Role disputes, differentiation, high interdependence	Team building, communication skills, problem solving, confrontive style, imaging, third party consultation, climate		Support with formal authority and rewards

Source: Adapted from Derr (1975)

IMPLICATIONS AND CONCLUSION

Conflict is pervasive in nature and inevitable phenomenon in human life as well as in the organizations. This study has unfolded that the primary reason of conflicts, happened in organizations, is unequal distribution of

limited resources for which employees always fight. Through the conflict management process managers ensure the availability of scarce resources to utilize properly for the greater benefits of the organization as well as stakeholders. This approach will minimize chances of conflict arising in organization. It is obvious that not all conflicts are good not all conflicts are bad (Hocker and Wilmot, 1995); but a certain level of conflict has a positive impact on the organization and employee performance. In most organizations, the level and number of conflicts seem to be increasing. Widespread and uncontrolled conflicts affect negatively the organizational systems, plans, policies, innovations, strategies as well as performance. As conflict is a natural state of affairs in an organization which is bound to happen, efforts must be made to prevent and manage conflict when it comes.

This study might help the managers to manage organizational conflicts properly by competent hands or balance, not remove the conflict so as to prevent them from making the organization unproductive. On the other hand, the academicians also will get help to develop the theory and to suggest the best strategies for handling and resolving the conflicts in the organizations; specifically, academicians should be in position to understand the root causes of conflict in their sphere of management and then develop appropriate styles to dealing with conflicts at the infancy stage. In addition, managing the conflict in an organization is the matter for enhancing the power of managing capacity which is also the prerequisite for overall organizational development. The researchers and academicians of management studies will provide new knowledge, innovative ideas, models as well as quality human resources for the progress and development of the overall organizational productivity.

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