

Vol 3 Issue 11 Aug 2014

ISSN No : 2249-894X

*Monthly Multidisciplinary
Research Journal*

*Review Of
Research Journal*

Chief Editors

Ashok Yakkaldevi
A R Burla College, India

Flávio de São Pedro Filho
Federal University of Rondonia, Brazil

Ecaterina Patrascu
Spiru Haret University, Bucharest

Kamani Perera
Regional Centre For Strategic Studies,
Sri Lanka

Welcome to Review Of Research

RNI MAHMUL/2011/38595

ISSN No.2249-894X

Review Of Research Journal is a multidisciplinary research journal, published monthly in English, Hindi & Marathi Language. All research papers submitted to the journal will be double - blind peer reviewed referred by members of the editorial Board readers will include investigator in universities, research institutes government and industry with research interest in the general subjects.

Advisory Board

Flávio de São Pedro Filho Federal University of Rondonia, Brazil	Delia Serbescu Spiru Haret University, Bucharest, Romania	Mabel Miao Center for China and Globalization, China
Kamani Perera Regional Centre For Strategic Studies, Sri Lanka	Xiaohua Yang University of San Francisco, San Francisco	Ruth Wolf University Walla, Israel
Ecaterina Patrascu Spiru Haret University, Bucharest	Karina Xavier Massachusetts Institute of Technology (MIT), USA	Jie Hao University of Sydney, Australia
Fabricio Moraes de Almeida Federal University of Rondonia, Brazil	May Hongmei Gao Kennesaw State University, USA	Pei-Shan Kao Andrea University of Essex, United Kingdom
Anna Maria Constantinovici AL. I. Cuza University, Romania	Marc Fetscherin Rollins College, USA	Loredana Bosca Spiru Haret University, Romania
Romona Mihaila Spiru Haret University, Romania	Liu Chen Beijing Foreign Studies University, China	Ilie Pinte Spiru Haret University, Romania
Mahdi Moharrampour Islamic Azad University buinzahra Branch, Qazvin, Iran	Nimita Khanna Director, Isara Institute of Management, New Delhi	Govind P. Shinde Bharati Vidyapeeth School of Distance Education Center, Navi Mumbai
Titus Pop PhD, Partium Christian University, Oradea, Romania	Salve R. N. Department of Sociology, Shivaji University, Kolhapur	Sonal Singh Vikram University, Ujjain
J. K. VIJAYAKUMAR King Abdullah University of Science & Technology, Saudi Arabia.	P. Malyadri Government Degree College, Tandur, A.P.	Jayashree Patil-Dake MBA Department of Badruka College Commerce and Arts Post Graduate Centre (BCCAPGC), Kachiguda, Hyderabad
George - Calin SERITAN Postdoctoral Researcher Faculty of Philosophy and Socio-Political Sciences Al. I. Cuza University, Iasi	S. D. Sindkhedkar PSGVP Mandal's Arts, Science and Commerce College, Shahada [M.S.]	Maj. Dr. S. Bakhtiar Choudhary Director, Hyderabad AP India.
REZA KAFIPOUR Shiraz University of Medical Sciences Shiraz, Iran	Anurag Misra DBS College, Kanpur	AR. SARAVANAKUMARALAGAPPA UNIVERSITY, KARAIKUDI, TN
Rajendra Shendge Director, B.C.U.D. Solapur University, Solapur	C. D. Balaji Panimalar Engineering College, Chennai	V.MAHALAKSHMI Dean, Panimalar Engineering College
	Bhavana vivek patole PhD, Elphinstone college mumbai-32	S.KANNAN Ph.D , Annamalai University
	Awadhesh Kumar Shirotriya Secretary, Play India Play (Trust), Meerut (U.P.)	Kanwar Dinesh Singh Dept.English, Government Postgraduate College , solan

More.....

Address:-Ashok Yakkaldevi 258/34, Raviwar Peth, Solapur - 413 005 Maharashtra, India
Cell : 9595 359 435, Ph No: 02172372010 Email: ayisrj@yahoo.in Website: www.ror.isrj.net



A PERSPECTIVE ON CONFLICT MANAGEMENT IN AN ORGANIZATION

Vipin Kumar

Associate Professor, Sri Aurobindo College, University of Delhi.

Abstract:

In any organization, there is some level of conflict, which one has to face. Conflict is defined as disruption in the peace in the state of mind of individuals. In any organization conflict is inevitable. There will always be some minimum level of conflict which will prevail. The paper seeks to presents the summary of conflict and its management strategies. We also try to give some different perspective on the conflict management strategies which can give researcher a thought in this area.

KEY WORDS:

Conflict, Reasons, Consequences, Management, Perspective.

INTRODUCTION

In any organization, there is some level of conflict, which one has to face. Conflict is defined as disruption in the peace in the state of mind of individuals. In any organization conflict is inevitable. There will always be some minimum level of conflict which will prevail. There are various types of conflicts. These can be interpersonal conflict such as two managers fighting for promotions or two individuals with different level of perceptions are fighting on how to do the job or intra organizational conflict that arises between two departments at horizontal or vertical level with respect to resources sharing or there can be inter organization such as two companies are fighting for customers or clashes between the organization and NGOs over some issue.

LITERATURE REVIEW

Blake and Mouton (1964) have proposed five conflict management styles based on their dual concern model. (Blake & Mouton, 1964; Cai & Fink, 2002):(1) Withdrawing (low concern for both people and productivity); (2) smoothing (high concern for people and low concern for productivity); (3) forcing (low concern for people and high concern for productivity); (4) problem solving (high concern for both people and productivity); and (5) compromising (moderate concern for both people and productivity). Rahim (1983) create five conflict management styles based on two dimensions—concern for self and concern for others that is avoiding, compromising, integrating, obliging and dominating. Thomas and Kilmann (1974, 1977) based on the work of Blake and Mouton labelled two components of conflict behavior as assertiveness and cooperativeness. Assertiveness was a behavior that satisfies one's own concern, and cooperativeness was a behavior that satisfies another person's concerns.

Title: "A PERSPECTIVE ON CONFLICT MANAGEMENT IN AN ORGANIZATION", Source: Review of Research [2249-894X] Vipin Kumar yr:2014 | vol:3 | iss:11

A PERSPECTIVE ON CONFLICT MANAGEMENT IN AN ORGANIZATION

REASONS FOR CONFLICT

1. Inconsistency in the goals of two individuals will automatically lead to fight between them
2. Resource Scarcity : when two individuals or departments are fighting because they are sharing resources on some common basis and resource is in scarce quantity
3. Two individuals with different backgrounds and value systems will conflict on various issues concerning how to do the task
4. When an individual deliberately comes in the way of the goals of the other persons, it will lead to conflict.
5. Status difference and feeling of prestige/inferiority will also lead to conflict.
6. Credit fight : people in the organization also fight with each other to take the credits for responsibility assigned by the seniors
7. Diversity in the workforce: The workforce has been increasingly becoming diversified vis-à-vis the gender, culture and ethnicity.

CONSEQUENCES OF CONFLICT

There are both positive as well as negative consequences of conflict. The positive consequences include high competitive spirit, problem identifications, and stimulation to changes, innovations and to break group norms. The negative consequences include loss of productivity, high level of stress, contrary to organization role, wastage of time and effort, and unhealthy atmosphere.

MANAGEMENT OF CONFLICT

Conflict cannot be eliminated, but we need to manage conflict in such a manner so as to increase the level of positive consequence, and decrease the level of negative consequences. The following are the various strategies of managing the conflict in an organization:

1. Use of Intermediaries: An intermediary can be assigned to handle the conflict situation between two parties. Generally a person common to both parties, having influence on both the parties is selected for this purpose.
2. Ignoring Conflict : Sometimes it is better to ignore conflict situations so that things will go on peacefully on its own, especially when conflict situations are quite intense
3. Forcing one group to settle down or quit the organization or face any other action. These techniques are applied especially in the context of lower level staff.
4. Problem Solving: the problem which is the main root of any conflict must be solved in order to eliminate conflict which has been arrived out of a situation.
5. Compromising : In this strategy, both the parties have to compromise to reach to a common destination of the contradictory direction

CONCLUSION AND PERSPECTIVE

The selection of a particular conflict management style depends upon the functioning and culture of the organization. Generally an Indian employee follows avoiding or accommodating conflict management strategies. It seems like problem solving and collaborating strategies of managing conflict seem to be the best strategy for resolving conflict. We want to give an augmented view on it. These strategies will work well for apparent conflict. But there is also need for managing hidden conflict as well. Culture sessions and group sessions specially for disclosing grievance should also be organized to make apparent conflict and then to find out solutions

REFERENCE

1. Blake, R. R., & Shepard, J. S. (1964). The managerial grid. Houston, TX: Gulf.
2. Brew, F.P & Cairns, D.R., (2004), "Styles of managing interpersonal workplace conflict in relation to status and face concern: A study with Anglos and Chinese", The International Journal of Conflict management, Vol 15, No.2, Pg:27-56
3. Puranik, R. & Parashar, S, A Study of Conflict Management Styles Among Non Academicians in B-Schools,
4. <http://www.chimc.in/Volume2.1/Volume2Issue1/RakshitaPuranik&Swati%20Parashar.pdf>
5. Rahim, M. A. 1983. Rahim organizational conflict inventory-II. Palo Alto, CA: Consulting Psychologists

A PERSPECTIVE ON CONFLICT MANAGEMENT IN AN ORGANIZATION

- 6.ZAKKARIYA K.A & MUKUNDAN, (2013) S, EMOTIONAL INTELLIGENCE AS A DETERMINANT OF CONFLICT STYLE ADOPTION OF MANAGERS: A THEORETICAL PERSPECTIVE, International Journal of Social Science & Interdisciplinary Research, Vol.2 (2),
7.<https://www.kilmanniagnostics.com/overview-thomas-kilmann-conflict-mode-instrument-tki>
8.Bhatia B, S, Conflict mangement, notes



Vipin Kumar

Associate Professor, Sri Aurobindo College, University of Delhi.

Publish Research Article International Level Multidisciplinary Research Journal For All Subjects

Dear Sir/Mam,

We invite unpublished Research Paper, Summary of Research Project, Theses, Books and Books Review for publication, you will be pleased to know that our journals are

Associated and Indexed, India

- ★ Directory Of Research Journal Indexing
- ★ International Scientific Journal Consortium Scientific
- ★ OPEN J-GATE

Associated and Indexed, USA

- DOAJ
- EBSCO
- Crossref DOI
- Index Copernicus
- Publication Index
- Academic Journal Database
- Contemporary Research Index
- Academic Paper Database
- Digital Journals Database
- Current Index to Scholarly Journals
- Elite Scientific Journal Archive
- Directory Of Academic Resources
- Scholar Journal Index
- Recent Science Index
- Scientific Resources Database

Review Of Research Journal
258/34 Raviwar Peth Solapur-413005, Maharashtra
Contact-9595359435
E-Mail-ayisrj@yahoo.in/ayisrj2011@gmail.com
Website : www.ror.isrj.net