ORGANISATIONAL CONFLICT ➡ means difference of opinion.

Conflict in some form & degree is a part & parcel of human life & organisations are no exceptions to this.

Features / Characteristic of conflict
1. Conflict is a process. It contains activities leading to certain end result.
2. Conflict occurs when two or more parties pursue mutually exclusive goals.
3. Conflict refers to deliberate behaviour.
4. Conflict is different from competition.

Causes of Organizational Conflict
1. Managerial Expectations – It is the job of an employee to meet the expectations of his manager, but if those expectations are misunderstood, conflict can arise. Managers need to spend time clearly communicating their goals to employees & then confirming those goals in writing. A manager should also encourage his/her employees to ask questions about their goals, & hold regular meetings to discuss the goals & how best to reach them.
2. Breakdown in Communication – If a department requires information from another department in order to do its job, & the second department does not respond to the request for information, a conflict can arise. When people or departments are late in responding to information requests, or they are withholding information on purpose, it is best to address the situation immediately with a personal meeting with both sides to resolve the situation.
3. Misunderstanding the Information – Internal conflict can sometimes arise as the result of a simple misunderstanding. One person may misunderstand information & that can cause a series of conflicts.
4. Lack of Accountability – Organizational conflict might arise from frustration. One source of frustration is a lack of accountability. If something has gone wrong, & no one is willing to take responsibility for the problem, this lack of accountability can start to permeate throughout the entire company until the issue is resolved.
5. Interpersonal Relationships – Often the conflict is a result of interpersonal relationships where the parties to the conflict are unable to

resolve personal issues with each other. It is not always easy to set aside personal prejudices when entering the workplace, but it is important how to deal with them before conflict arises.

6. Conflict of Interest – When an individual's personal goals are at odds with the goals of the organization, the individual may be tempted to fight for his personal goals, creating a conflict situation that will hamper success of the project.

FUNCTIONAL & DYSFUNCTIONAL ASPECTS OF CONFLICT

A. Functional Aspect Of Conflict
1. Stimulant for change.
2. Creativity & Innovation.
3. Group Cohesion. Generally, a group shows more cohesion when it faces threat from external sources in the form of inter-group conflict.
4. Avoidance of Tension.
Conflict helps in releasing tension & bring people back to normal situation.

B. Dysfunctional Aspect Of Conflict

The positive aspects of conflict are few but negative aspects are many & serious.
1. Disequilibrium in Organisation
2. Stress & Tension.
While group cohesion provides satisfaction, conflict creates tension & stress. Intense conflict generates feelings of anxiety, guilt, frustration, & hostility.
3. Diversion of Energy. It leads to diversion of energy from constructive activities to destructive activity.

Ways of Managing Conflict in Organizations
Conflict is inevitable in small businesses. Conflict can arise from a variety of sources & between supervisors & subordinates, between co-workers, & between employees & customers. Managers & organizations can choose to see conflict as inherently negative acting to suppress it at every opportunity, or as inherently positive, leveraging conflict to affect positive change.

Positive Perspective – To accept conflict as a natural growth process that influences the company culture to view constructive conflict positively. Conflict can be an asset to your small business if it is handled properly. It can help the organization to learn from its mistakes & identify areas of needed improvement. Innovation can be inspired from creative solutions to internal or external conflicts, & new ways of thinking can emerge.

Grievance Procedure – Creation of a formal grievance procedure for all employees. Let employees at all levels of the organization know that their voices will always be heard, & respond promptly & reasonably to employees issues. Conflict is best handled quickly and openly. If the company culture is sufficiently friendly toward constructive conflict, the staff should see the their complaints, ideas & issues be heard.

Equal Attention & Importance – It is necessary to give all parties to a conflict an equal voice, regardless of their position, length of service or political influence. To go beyond simply giving everyone an equal chance to speak & to give their arguments an equal weight in ones mind when mediating a conflict is important.

Participation – Involvement of all parties, when drafting conflict resolutions is necessary. There is more than one side to every conflict, and all sides should benefit from conflict resolution. Seeking resolutions that will prevent the conflict from occurring again, rather than simply delaying a repeat occurrence has positive outcomes.

TYPES OF CONFLICTS

INDIVIDUAL LEVEL CONFLICT
The conflict may start at individual level because organization is composed of individuals. Though there should be two parties to the conflict, it may arise within an individual because within an individual, there is usually a number of competing goals & roles.

A. GOAL CONFLICT

Goal conflict occurs at individual level when an individual faces the problem of choosing among two or more goals which are mutually competing in some way. Goals may lead to three possible alternatives:

| 1. Approach-Approach | 2. Approach-Avoidance | 3. Avoidance- |

Conflict	Conflict	Avoidance Conflict
➡ Conflict arises when a person faces the problem of selecting among two or more equally attractive goals which are possible ➡ He can choose only one alternative at the cost of other.	➡ Conflict arises when a person has an alternative which has both positive & negative aspects	➡ Conflict arises when a person has to choose between two goals, each of which ossesses equally negative aspect
➡ Example : Invitation to marriage & movie	➡ Example : if a person gets job opportunity but at a place which he does not like.	➡ Example : a person may not like his present job but alternative of leaving for another job may be equally unattractive.

B. Role Conflict

A role is a set of expectations people have about the behaviour of a person in a position. Such a behaviour may be formally prescribed by job description, delegation.
Role conflict occurs when expectations of a role are materially different or behaviour anticipated by the person in that role.

Expectations may arise from a person's behaviour in $four\ ways$:—
(i) when a person is asked to do a job for which he is not capable of doing or time &resources are not just sufficient to do the job;
(ii) when the person is asked to do a job which does not fit with his own value system for example, giving bribe to an officer.
(iii) when the person receives roles from different sources but these sources prescribe different behavior.
For example, a Chartered Accountant may adopt accounting practices according to guide lines prescribed by the Institute of Chartered Accountants of India but - is asked to follow different practices.
(iv) when the person holds two or more roles & there expectations are different.
For example, a worker may be a member of works committee & he make a decision, unfavorable to workers. Conflict because he fails to satisfy all expectations of his role**.**

Interpersonal Conflict

Interpersonal conflict involves two or more individuals rather than only one individual with different goals or roles. It arises due to interpersonal interactions. Such interactions take place between superior & subordinate, two professionals.

Types of Interpersonal Conflict

Vertical conflict	Horizontal conflict	Diagonal conflict
➡arises between a superior & his subordinates	➡arises at the same hierarchical level in the same function or in different functions	➡ arises between two persons of different levels. Accounts clerk & Production manager

Intergroup Conflict

There may be conflict within one group or conflict among groups.
Conflict within one group   ➡   Interpersonal conflict
conflict among   group   ➡   Inter group conflict

These FACTORS RESPONSIBLE for conflict are as follows -

1. Incompatible / Inconsistent Goals.
Intergroup conflict arises when goals of two or more groups are incompatible, that is, goal attainment by one may prevent or reduce the level of goal attainment of one or more groups.
Example : The conflict between production & marketing.

2. Resource Sharing.
Common pool is not adequate to meet the demand of both the groups. Conflict arises because of discrepancy between aggregated demand &
available resources.

3. Task Interdependence. Task interdependence refers to the dependence of one unit on another for resources or information. It may happen when one group exceeds its authority & conflict arises.
For example, line-staff conflict often arises if staff department exceeds its advisor,' role.

5. Attitudinal Sets: The sets of attitudes that members of various groups hold towards others can be a cause of conflict among groups.
If the group relations begin with the attitudes of distrust, competitiveness, - possibility that group relationships - hostile rather than cooperative.

6. Joint Decision-Making Process. Because of interdependence, groups involve in joint decision-making process. This process may not progress smoothly in the following circumstances :-
(i) If people have different sources of information;

(ii) If there are leakages & blockages in the channeling of information.
(iii) If the techniques for processing of information by different groups are different.
- Misunderstanding is created among various groups - generate conflict.

Conflict Resolution Actions

Conflict-resolution actions are curative methods to overcome the problems of conflict.

1. **Problem Solving.**
Problem solving technique is the most suitable to deal with conflict when it arises out of misunderstanding of the parties to the conflict.

2. **Smoothing.**
Smoothing is the process of playing down differences that exist between parties to the conflict. In smoothing, attempt is made to bring two parties together by removing misunderstanding. Smoothing can be used as a short term measure for resolving conflict.

3. **Compromise.**
Compromise is a traditional technique of resolving conflict in which neither party is a definite loser or winner. - To give something of value in exchange to get some thing. Compromise is process of bargaining or mediation or arbitration.

4. **Confrontation.**
Confrontation is a technique in which parties to the conflict are left free to settle their score by mobilizing their strengths & capitalizing on the weakness of others. This technique is adopted specially when both the parties adopt very rigid.

5. Avoidance.
Avoidance involves withdrawal of parties from the scene of the conflict. When parties to the conflict fail to arrive at mutual agreed solution, they may detach from the problem believing that conflict avoidance is more reasonable rather than involving into wasteful arguments & actions.