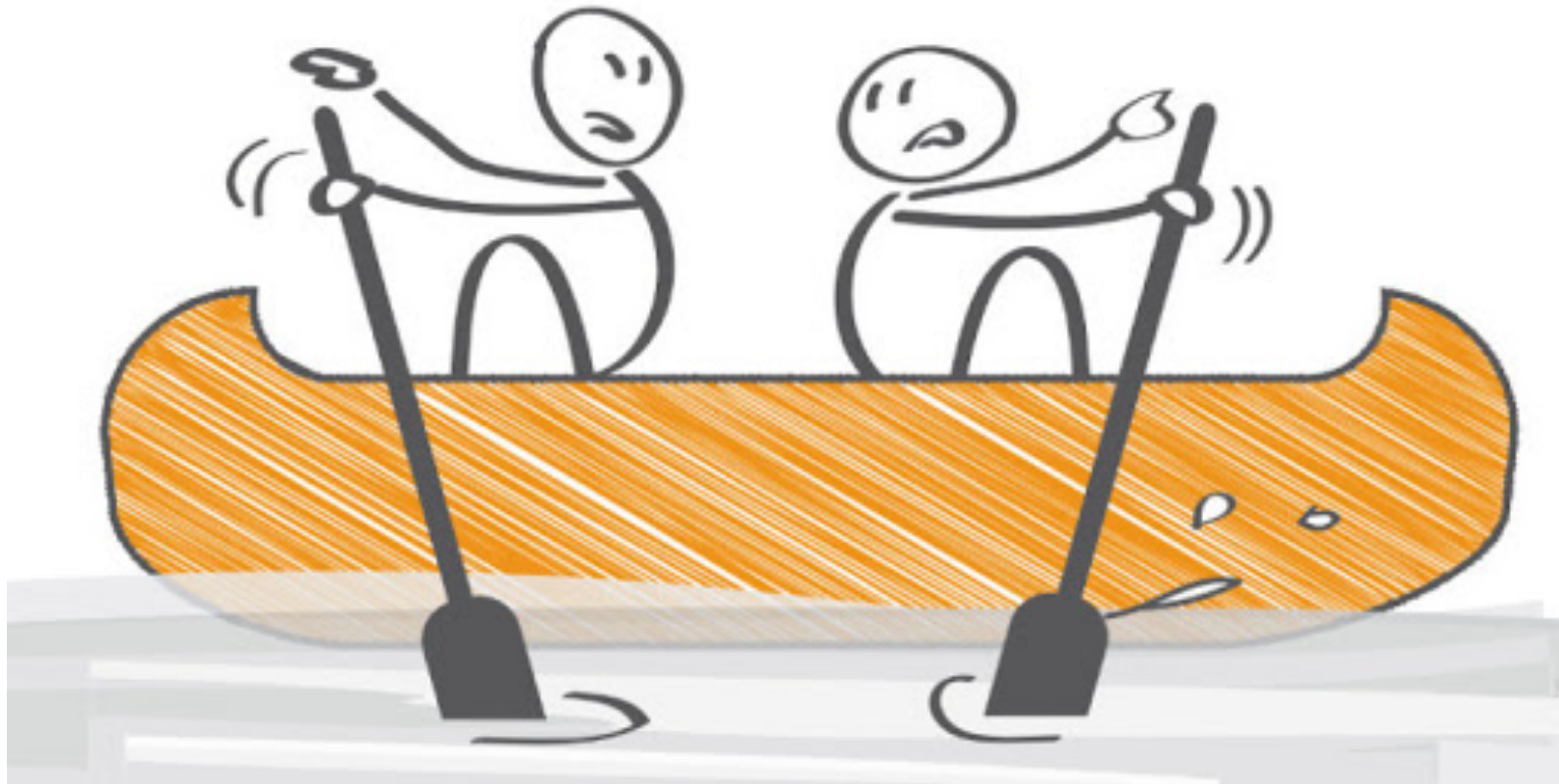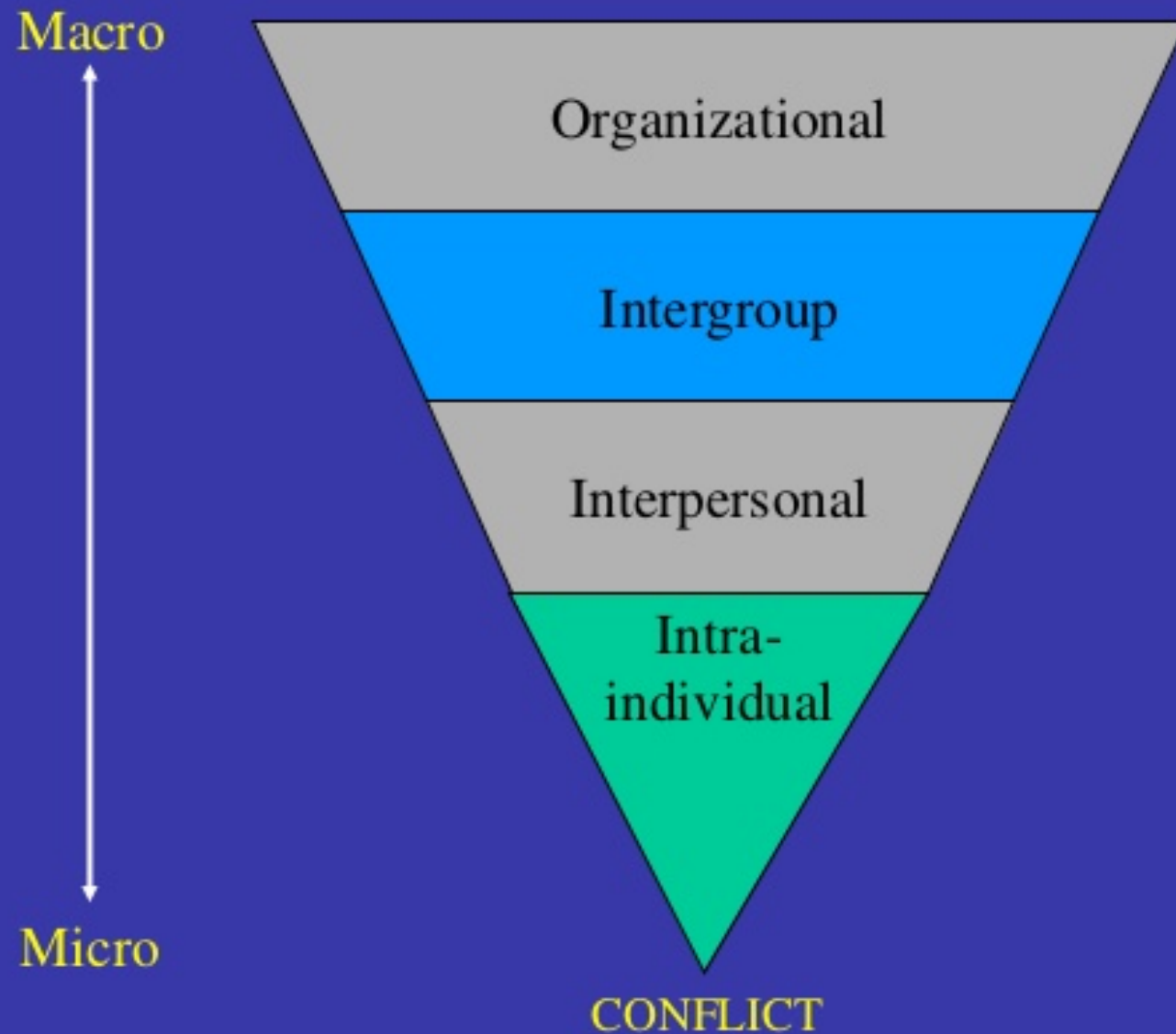# Conflict

Prepared by

Roshan Kumar

Conflict - Concept

- Basically, it's "clash of interest."
- Conflict is any situation in which two or more parties feel themselves in opposition.
- It is the outcome of behavioral interactions in persons, groups and organisations.
- Basis of conflict may be personal, racial, class, caste, political and international.
- Conflict affects performance – high conflict hinders performance while low conflict may develop complacency. So, an optimum level of conflict is necessary for organizational effectiveness.

Levels of Conflict

Level Of Conflict In Organizational Behavior

12-1

Macro

Organizational

Intergroup

Interpersonal

Intra-individual

Micro

CONFLICT

Reasons of conflict

- 3P (Power, Property, Prestige)
- Differences in goal and interest
- Differences in ideas and behavior
- Lack of resources
- Poor communication
- Personality clashes
- Lack of clear roles /defective organizational structure
- Discrimination
- Lack of participation

The Relationship between Conflict Intensity and Performance

EXHIBIT 7-2

Level of conflict

- **Interpersonal conflict**

refers to a conflict between two individuals. We have varied personalities which usually results to incompatible choices and opinions. Apparently, it is a natural occurrence which can eventually help in personal growth or developing your relationships with others or conflict gets too destructive.

- **Intrapersonal conflict**

occurs within an individual. The experience takes place in the person's mind. Hence, it is a type of conflict that is psychological involving the individual's thoughts, values, principles and emotions.

level of conflict cont.

• Intragroup conflict

It is a type of conflict that happens among individuals within a team. The incompatibilities and misunderstandings among these individuals lead to an intragroup conflict.

It is arises from interpersonal disagreements (e.g. team members have different personalities which may lead to tension) or differences in views and ideas.

• Intergroup conflict

It takes place when a misunderstanding arises among different teams within an organization. This is due to the varied sets of goals, interests and competition of these different groups
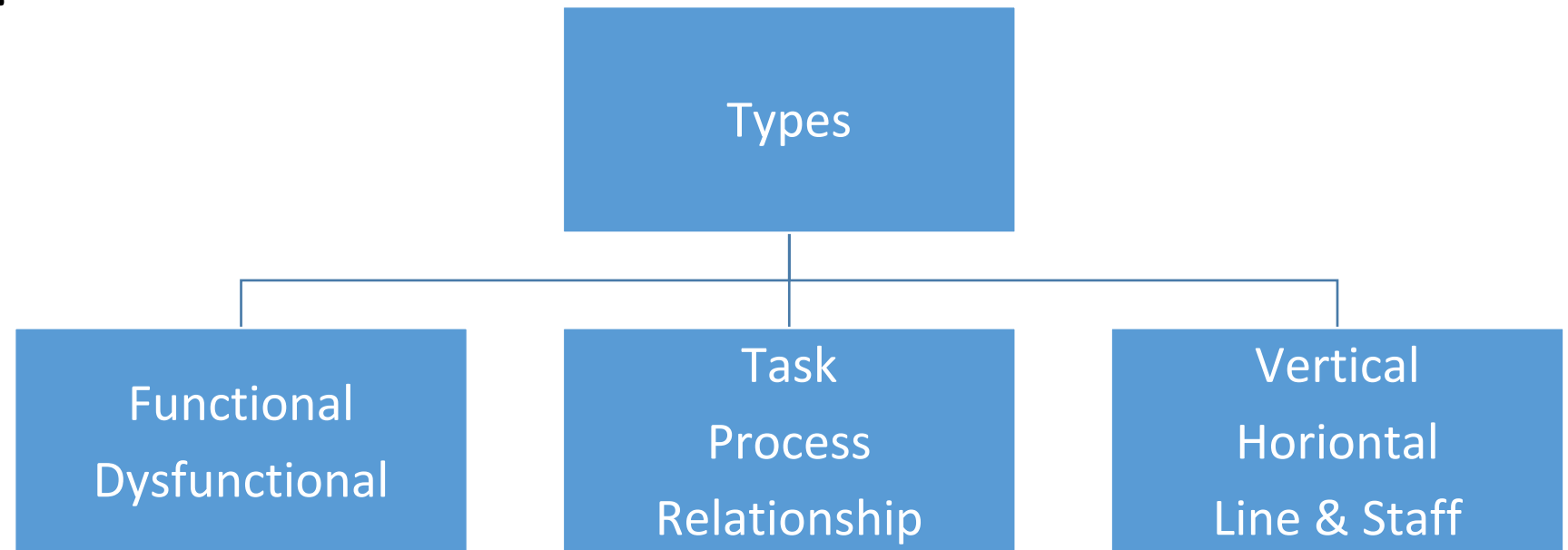
Nature of Conflict

- Behavioural interaction
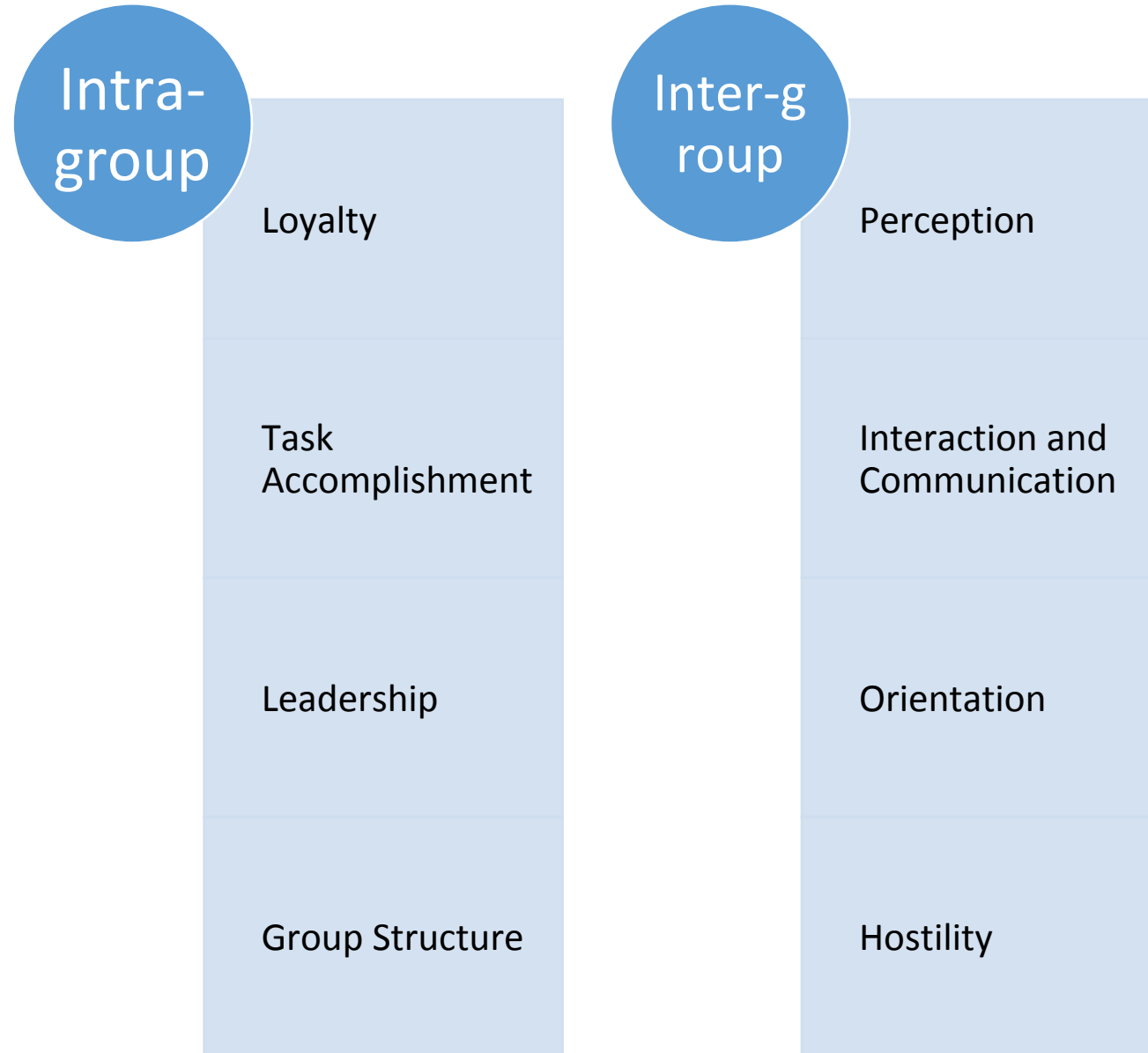- Perception
- Opposition
- Situational

- Process of Conflict
  - Opposition
  - Defining conflict
  - Intentions (Competing, Collaborating, Avoiding, Accommodating, Compromising)
  - Behaviour
  - Outcomes (Win, Lose)

Types of Intergroup Conflict

- **Intergroup conflict** refers to disagreements that exist between two or more groups and their respective members.
- However, this can also reflect any type of formal or informal disagreements between varying groups such as political parties or activist groups.

```
                          ┌──────────────┐
                          │    Types     │
                          └──────┬───────┘
              ┌──────────────────┼──────────────────┐
     ┌────────┴────────┐  ┌──────┴───────┐  ┌────────┴────────┐
     │   Functional    │  │     Task     │  │    Vertical     │
     │                 │  │   Process    │  │   Horiontal     │
     │  Dysfunctional  │  │ Relationship │  │  Line & Staff   │
     └─────────────────┘  └──────────────┘  └─────────────────┘
```

Dynamics of Intergroup Conflict

Intra-group

Loyalty

Task Accomplishment

Leadership

Group Structure

Inter-group

Perception

Interaction and Communication

Orientation

Hostility

# Sources of Conflict - Individual

Sources of Conflict - Group

Conflict Management Styles

- **Forcing conflict style:** user attempts to resolve conflict by using aggressive behavior.

- **Avoiding conflict style:** user attempts to passively ignore the conflict rather than resolve it.

- **Accommodating conflict style:** user attempts to resolve the conflict by passively giving in to the other party.

- **Compromising conflict style:** user attempts to resolve the conflict through assertive give-and-take concessions.

- **Collaborating conflict style:** user assertively attempts to jointly resolve the conflict with the best solution agreeable to all parties.

CONFLICT HANDLING INTENTIONS
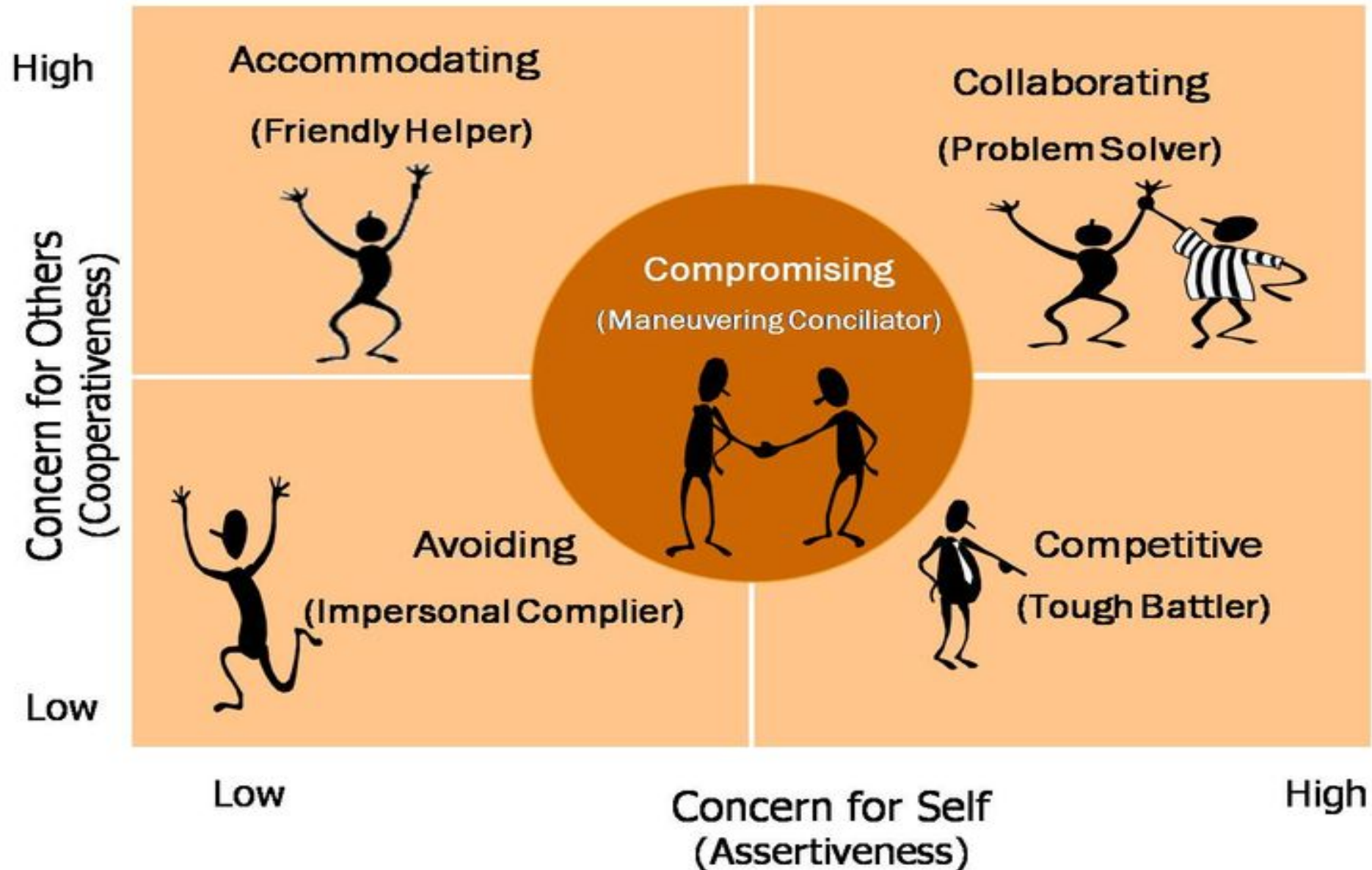
Approaches to Conflict Management

Simulation Techniques

- Communication
- Bringing in Outsiders
- Firing an Insider
- Restructuring
- Devil's Advocate
- Reward for dissent

Resolution Techniques

- Avoidance
- Defusion
- Containment
- Confrontation

Assertiveness

Mediation

Empathy

Let's Talk

Facilitation

Conflict Resolution Skills

Creative problem-solving

Accountability

Interviewing & active listening

the balance