

# **UNIT – 4**

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## **Unit 4: Includes**

- *Organizational Conflict: Dynamics and management;*
- *Sources of Organizational conflict,*
- *Patterns, levels, and types of conflict;*
- *Traditional and modern approaches to conflict;*
- *Functional and dysfunctional Organizational conflicts;*
- *Resolution of conflict.*
- *Organizational development: Concept;*
- *Need for change, resistance to change;*
- *Theories of planned change;*
- *Organizational diagnosis;*
- *OD intervention.*

**Objectives:** Aim of this unit is to acquaint students with the:

- a. *Meaning and concept of Organizational conflict, sources of Organizational conflict*
- b. *Concept of patterns, levels, types, resolution and approaches of conflict*
- c. *Meaning and concept of Organizational development*
- d. *Need for change, resistance to change and theories of planned change*
- e. *Organizational diagnosis and Organizational development intervention*

## **Organizational Conflict**

In easy words Organizational conflicts may be defined as “a situations in which there is a breakdown in decision making, just because of irrational and incompatible stand taken by one or all concerning parties to decision making.”

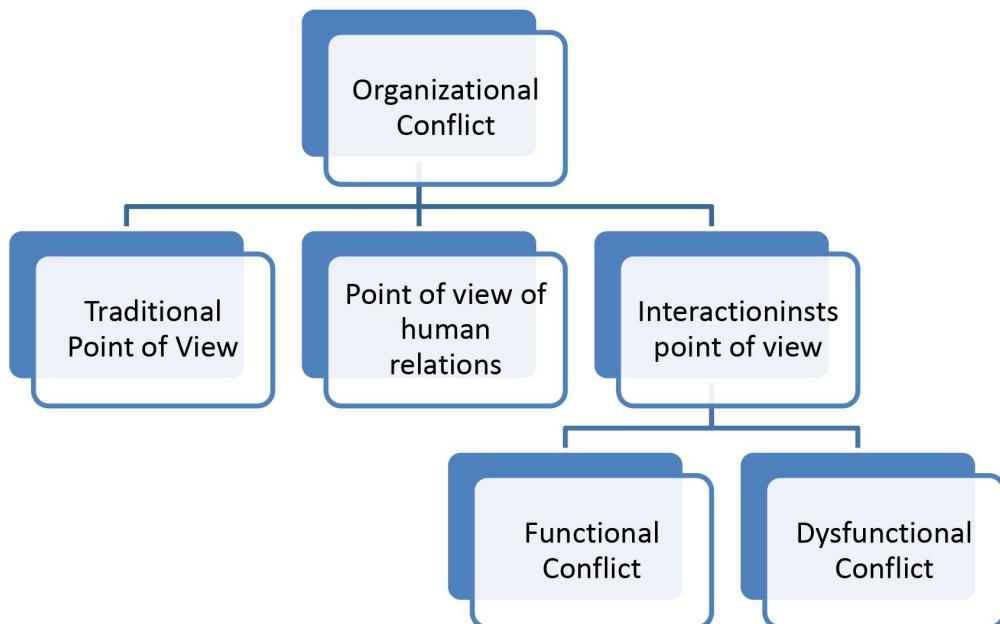
**James D. Thompson** defines, “conflict as Organizational conflict is that behavior by the Organizational members which is expanded in opposition to other members.”

As per **S. P. Robbins**, “Conflict has been defined as referring to all kinds of opposition antagonistic interaction.”

**Joseph Reetz** states, “In an organization, conflict can be described as a break down or disruption in normal activities in such a way that the individual concerned experience difficulty in working together”.

In general, the conflict is viewed as something negative and harmful to any organization. This is essentially accurate but the full reality is not. In order to understand conflict in Organizational behavior, we first have to consider various strategies or conflict perspectives.

There are three different views as regards confrontation, or we may say approaches. They are:-



**1. The traditional point of view:** This implies that some sort of dispute is evil, and therefore should be avoided. In the conventional view, the word had a negative connotation. It was widely viewed as the result of a lack of good communication and trust between people and managers' inability to understand and respond to the needs of employees who are dependent on them.

**2. The point of view of human relations:** According to this approach, conflict is an inevitable natural phenomenon and therefore cannot be eliminated from any organization altogether. The conflict was viewed in a positive light here, as it was suggested that this could lead to an improvement in a group's performance.

**3. Interactionist point of view:** The most recent approach, i.e. the interactionist viewpoint, says that for a group to function effectively a certain level of conflict is very necessary. A harmonious and cooperative community can become stagnant, indifferent, and may not meet evolving and creativity requirements. Under this context, disputes can be divided into two categories:-

A) Functional form of conflict-This is also known as a positive form of conflict, as it respects the goals and priorities of the party.

B) Dysfunctional form of conflict - This is often called destructive form of conflict, since this type of conflict has a detrimental effect on a group's results, which in turn directly or indirectly affects the organization.

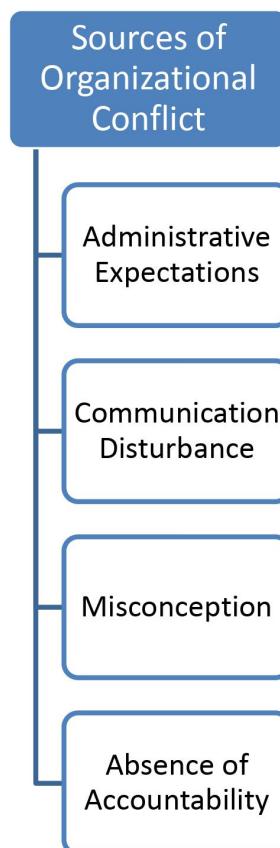
On the basis of the following three components, the functional form of the conflict can be distinguished from the dysfunctional form of the conflict:

1. Task conflict-Is linked to the work's material and objectives.
2. Relational friction-This has to do with interpersonal relations.
3. Process method-It is connected to the way the research is performed

The varying studies revealed this:

- A) Conflict rates of low to moderate activities are good for the community and the company as they promote exchange of ideas, which leads to improved engagement and performance.
- B) A low degree of process friction is often useful in successfully making things happen.
- C) Conflicts over relationships have typically proven damaging. Ego disputes and workplace rivalries also affect the organization..

### Sources for Organizational Conflict



#### 1. Administrative Expectations:

Representative is expected to accomplish the aims, imposed by his / her superior, and clashes arise when such expectations are misconstrued or not fulfilled within the stipulated period.

**2. Communication Disturbance:**

One of the main causes for difficulty in the workplace is communication disturbance, for example in the event that one individual requests some data from another, which does not respond accordingly, difficulty starts in the association.

**3. Misconception:**

Data confusion can also reduce contest in association, as in case one person misinterprets any data, it can cause dispute resolution.

**4. Absence of accountability:**

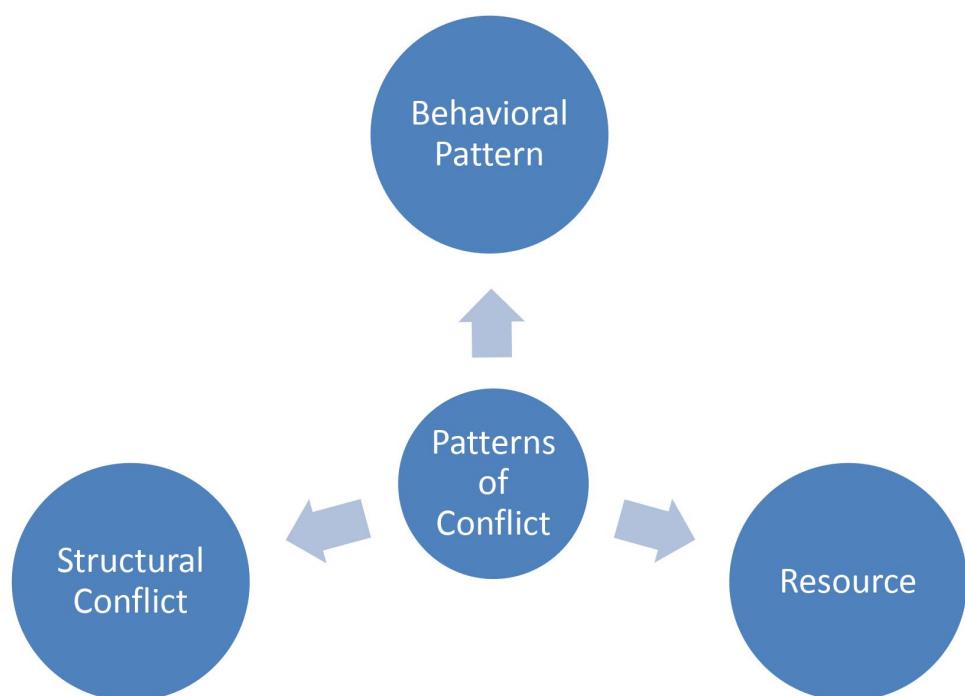
If in an undertaking responsibilities are unsatisfactory and any slip-up has arisen, in which no person from the community may also transform into a cause for difficulty within the organization to assume liability needs.

The reasons for Organizational conflict are to be referred to determine them as right on time as could be expected under the circumstances, since it prevents the proficiency, adequacy and profitability of the workers and the organization too, which at last hampers its prosperity.

**Patterns of conflict**

The following various patterns of conflicts in an organization can be primarily viewed as under:

1. Behavioral Pattern
2. Structural Conflict, and
3. Resource.



**1. Behavioral Pattern:**

In a large portion of the organization, it has been seen that the issues are mostly identified with people. For instance, singular clashes show because of different causes like unsatisfactory quality, vulnerability and contrariness. At the point when an individual aims for the outcome and doesn't get it, it gets contradictory with a goal to accomplish.

In this manner, there is no fulfillment. Unsuitability and vulnerability are constantly observed among the people because of different reasons.

A conflict between people can come up as a result of:

- (I) Frustration, and
- (ii) Goal conflict.

**(I) Frustration:**

This happens in a person's standard of conduct, when his motivational drives are prevented preceding to arriving at the desired objective. Disappointment prompts numerous other mental issues like dynamic and emotional vulnerability to discover legitimate other options. The solution for such circumstances is fitting inspiration of the person to acknowledge the choices to maintain a strategic distance from clashes.

**(ii) Goal Conflict:**

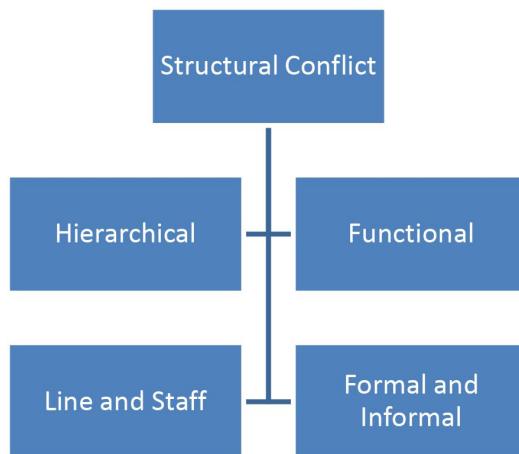
Wherever a state of competing goals exists, it creates conflict between individuals, for one is not in a position to select from appropriate agenda to strike collaboration acceptable to all.

Similarly, there might be various associations having their own philosophies. The perspectives on these associations and the administration may not be comparative. Along these lines, to the greatest advantage of the association, the administration and associations may need to work together for smooth working. Joint effort is very basic when accomplices are committed to various responsibilities and a trade off may unfavorably influence their inclinations.

**2. Structural Conflict:**

Structural conflict in an organization can be divided into four main heads:

- i. Hierarchical
- ii. Functional
- iii. Line and staff, and
- iv. Formal and informal.



#### i. Hierarchical Conflict –

It is those conflicts, which exist with various degrees of the board of an association. For instance, the top management may struggle with the center management.

#### ii. Functional Conflict –

This surface between different useful divisions of the organization. For example, production division having conflict with the marketing division.

#### iii. Line and staff Conflict –

This might be expressed as the contention between individuals from line and individuals from the staff. This regularly happens, for the staff individuals have no authority over the line the executives.

#### iv. Formal and Informal conflict –

This, as is normally done, happens between formal association and informal association existing in a foundation.

Formal Organizations are organized to give, the hierarchical interest. They are typically framed to accomplish explicit assignment of an association. They are shaped under proper guidelines and guidelines. While informal associations are made for fulfilling the different social needs. Here the conflict happens on occasion when 'Hierarchical Needs' and 'Social Needs' conflicts one another.

#### Levels of conflict

Conflict rates of Organizational actions differ between micro- and macro-levels. The intra-individual conflict is located at the micro level, that is, the conflict which occurs within a person for different reasons. It is the most basic form of conflict where a person finds himself confronted.

The following factors can lead to an intra-individual conflict-

**A) Due to frustration** -Some kind of physical or mental interference contributes to disappointment in him in the way of a person's goals. Unless it stems from jobs, this anger can contribute to workplace hostility and abuse. The reasons can range from an abusive boss to a job that is dead end without prospects for development. Frustration can lead to positive results as, depending on the situation, the

individual can make more effort to meet their goals or make improvements to their goals. But the frustration is not good in most cases and so the organization must try to eliminate it.

**B) Conflict of objectives** -It results from two or more reasons to block a person. When an individual has it happens

- Goal which is both positive and negative.
- Two or more goals which are constructive yet mutually exclusive.
- They prefer to avoid two or more negative, however mutually exclusive, targets. The positive characteristics of an Organizational objective at the very beginning are more dominant than the negative according to psychology. But as the target gets closer, the negatives begin to become more important to the person. The point where the approach equals avoidance is when the individual develops tension, indecision, depression or reluctance and other such mixed feelings; which is detrimental to him as well as organization.

**c) Role conflict and ambiguity** - The role is characterized as a position the expectations of which develop set standards. Different roles are associated with different expectations and requirements which sometimes lead to conflicting roles. There are three types of disputes over positions-

- Between person and role-refers to the differences between the attributes of a person's personality and the expectations associated with that role.

**Intrarole**- An ambiguous situation arises for the person because of conflicting expectations about how to play a given role.

**Interrole**- Due to the specific requirements of 2 or more positions to be played concurrently, contradictions occur between positions. This occurs mainly in the case of professional and non-professional roles. For example, a working mother has two separate roles at home and in the office.  
**Interactive conflict (macro level)**-This includes both individual and group conflicts.

1. Interpersonal conflict-between two parties is the most common type of conflict in any organization.

The interpersonal conflict has four main reasons

- A) Differences between people of different backgrounds, culture and family , education and values.
- B) Communication failure in the organization.
- C) Unlike their interdependent duties and responsibilities, the contradictory positions of managers;
- D) An atmosphere characterized by tension in the workforce, downsizing, market competitiveness and instability often contribute to conflict

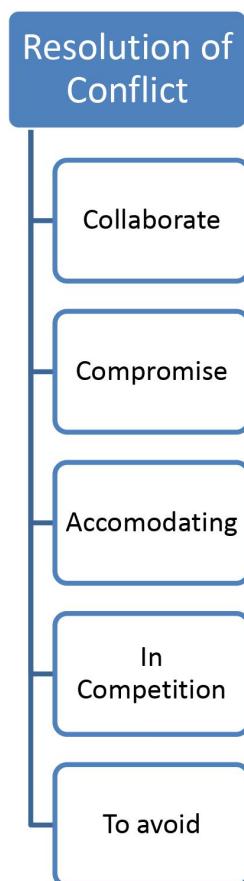
2. Behavior and conflict between groups –“This is the conflict between members of one group and members of another. The reasons for this may be:-

- A) Competition for organization's limited resources, such as money, space, labour, etc.
- B) Its objectives and priorities differ.

- C) Ambiguity on the part of the group's responsibility and authority;
- D) Jealousy between groups or unequal treatment of a group with regard to bonuses, assignments, conditions of employment, rights, etc."

### **Resolution of conflict**

There are following ways to manage the conflicts are:



#### **1. Collaborate**

It follows "I win, you win" rule. Collaborating means working together through the incorporation of ideas shared by different individuals. The aim here is to find a creative solution that is acceptable to all. It requires a significant commitment of time but is not suitable for all the conflicts.

Example-A business person can work with the manager to develop policies, but joint decisions about office supplies are spending more time on other activities.

#### **2. Compromise**

It applies the 'You fold, I fold' rule. Compromise means adapting to other people's opinions and ideas, and thinking of a solution where both parties can hear specific points. Equally, both parties must abandon some of their ideas and agree with each other.

Example-Two friends have clashed and, by mutual understanding, they agree to reconcile.

### **3. Accomodating**

This follows the "I lose, you win" rule Adapting means giving up thoughts and ideas so that the other party wins and ends the conflict.

Example-We decide to let them win when we compete with someone we love.

### **4. In competition**

It applies the "I win, you lose" rule Competition means a individual or community is reluctant to cooperate or change in the event of a conflict, but wants the opposing party to lose.

Example-The party with the most evidence wins during a debate.

### **5. To avoid**

It follows "no winners, no losers" rule. We have resisted implies that proposals proposed by both sides have been ignored and a third party that decides without endorsing either side.

Example-Rahul and Rohit fought, their mother came and they both were punished.

## **Organizational Change**

"Change refers to any modification that happens in the entire work environment. Generally humans are used to a well-established lifestyle, and any shift in or deviation from that lifestyle can often be considered a change. Transition can either be very simple just like changing the workplace field, or it can also be a more complex technical transition that can even challenge certain people's very life in the company."

"The term change refers to any alteration which occurs work surroundings of an organization."

The further definition "When an Organizational system is disturbed by means of some inner or exterior force, change often occurs. Change, as a process, is clearly changed of the structure or process of a system. It may be good or bad, the concept is descriptive only".

### **The Need for Planned Change**

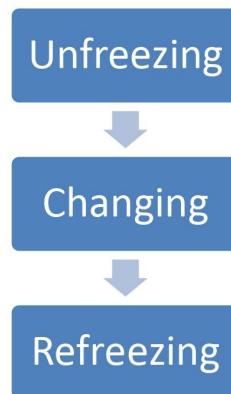
If there is a need for change due to two kinds of powers, expected change takes place within an organization. These forces are grouped into inner and outer sources.

- Internal factors contributing to a scheduled change of organization, consisting of obsolescence of output and service, emerging business prospects, new strategic strategy, increased diversity of the workforce and changing socio-cultural values.
- External forces leading to a deliberate Organizational change consisting of regulators, competitors, market forces, customers and technology. All of these forces can generate urgent demand for change in small or large, public or private, corporate or non-commercial organizations.

### **Process/ Theory of Planned Change**

When the management wants to implement any Organizational changes, it wishes to be carried out cautiously because this is a very sensitive topic. Adapting to change is very important for all of the employees. The expected Organizational change is being implemented in three different stages according to Kurt Lewin. You are –

#### **Stages of Planned Change**



##### **1. Unfreezing –**

At this point, where the change is needed or not, the company studies whether and why the change is necessary. Considering the situation as a whole, the organization decides for an appropriate change. As required a plan and approach is formulated.

##### **2. Changing –**

The organization is executing the change plan and programme at this stage. To this end, sufficient steps are taken to ensure cohesion and collaboration between the staff and management, preventing miscommunication or conflicts. Adequate supervision and control shall be structured as required.

##### **3. Refreezing –**

To convey Organizational change, this is the ultimate stage. The company is attempting to evaluate the feasibility of the transition by means of oversight. When the management collects all this material, it interprets whether or not to continue with or replace change by any other alternatives or to make more minor changes.

#### **Resistance to Organizational Change:**

Change resistance can be one of the puzzling problems a manager faces because of the fact that it may take several forms. People may also leave, they may also show lateness, lack of motivation to work, increased absenteeism, transfer demands, wild-cat strikes, shoddy work, productivity reduction etc.

Resistance to change may also be labeled as:

1. Industrial Resistance
2. Organizational Resistance

## 1. Industrial Resistance:

Individual resistance might also be there due to the fact of the following reasons:

### A. Economic Reasons:

#### (a) Obsolescence of Skills:

When a man or woman feels his abilities will simply become obsolete with the introduction of newer processes: he will resist the change. A twenty-year professional accountant, for example: is more likely to face the implementation of a pc to plan wage payments due to the fact that he thinks his salary and status may be affected.

#### (b) Economic loss scare:

People face change because it opens the risk of directly or indirectly cutting their earnings.

### B. Personal reasons for doing so:

#### (a) Defensiveness to the Ego:

A sales manager can often honestly refuse a salesman's advice because the manager perceives his ego may be deflated by accepting the suggestion.

#### (b) Quo Status.

Most human beings fed relaxed with the status quo and resist change strongly. as it may also contain uncertainty and risk.

#### (c) Afraid of Unknown:

Transition brings with it unknown and expected threats and sores people regularly. A manager may also refuse to promote that requires his relocation to some other state, for unknown concern.

### C. Social Considerations:

#### (a) Social displaced persons:

The implementation of change (e.g. relocation) may also result in the dissolution of working groups and, for that reason, in disruption of people's established social ties.

#### (b) Peer issuing:

Whenever the peers are reluctant to change, they force the individual subordinate workers bent to embrace the transition, to oppose it.

## 2. Organizational Resistance:

Additionally, resistance may also be present at the Organizational level. Many organizations are built so that they can stand up to innovation. Some of the motives of Organizational resistance are:

#### (a) Threats to Power and Influence:

Many people (especially sitting at the top levels) face change as they undergo a shift that can affect their organization's role, influence, and effect.

#### (b) Organizational Composition:

Many Organizational frameworks (e.g., hierarchical structure) have mechanisms built in to alter resistivity.

#### (c) Resource Constraints:

Failure to access financial, content, and human capital may also serve as a resistance to change.

(d) Cost of sinking: In some firms the constant or permanent assets block heavy capital. When such a organization needs to implement improvement, otherwise problems occur because of the fact that these costs have sunk down.

### **Organizational Diagnosis**

Dr. D. Dutta Roy, Ph.D. defines “Organizational diagnosis is a process based upon behavioral science theory for publicly entering a human system, collecting valid data about human experiences with that system, and feeding that information back to the system to promote increased understanding of the system by its members (Alderfer, 1981). Purpose of Organizational diagnosis is to establish a widely shared understanding of a system and based upon that understanding to determine whether change is desirable.”

### **Organizational Development**

“Organizational development is a topic of study, theory, as well as a practice committed to improving understanding and effectiveness of how people achieve positive organizational change and production.”

Organizational development is no longer a transition in a single day that can be completed in an organization, but rather a gradual process that needs to be achieved gradually and with the aid of taking care of the outside world.

### **Organization Development Techniques/ Interventions**

Organizations follow the methodology of Organizational improvement to modify the actions of certain individuals who oppose change. It is an application for bringing about a change in human slues, norms, attitudes, perception and behavior and for improving the quality of interpersonal relations. Some of the major systemic development strategies are —

#### **1. Sensitivity Technique**

Sensitivity refers to the psychological dimension of the human mind which has to be formed by the community to behave as anticipated. Through this strategy it reveals one's own vulnerability d participants understand how others respond to it. Stress is about group dynamics and resolving conflicts over interrelationships. The intention is to improve human actions with the goal of maintaining a smooth interpersonal relationship without any power or control. Members are encouraged to have an open, heart-to-heart talk for healthy relationship growth. Training in sensitivity borders on psychotherapy, where both the feelings and the body language are considered.

#### **2. Survey Feedback**

In this technique, the discrepancies between groups are weeded out by using questionnaires that perceive the difference in perception between the same working family, group or department. The data obtained are then tabulated and allocated for further deliberation. These acts as the basis for further discussions and discrepancies if any can be resolved through open discussions with all concerned, defending and opposing until there is consensus. For most cases, this approach focuses on concepts and now not on people who put forward these concepts.

### 3. Process Consultation

Through this strategy, an organization can also search for expert assistance from inside the organization or from outside. The firm will look at the process consultation is performed by an external specialist with the required assistance from within the company given by the authorities.

### 4. Building a team,' Team Building

Attempts at group or intergroup level are made in this technique. The key aim is to enhance teamwork while enhancing the overall performance as a group. This can be achieved by setting goals: building interpersonal relationships, evaluating roles and responsibilities to interpret roles and responsibilities as well as examining team processes.

### 5. Intergroup Development

Intergroup development approach aims to alter group beliefs about themselves or about other groups. This can be done with the help of organizing unbiased group meetings: creating a list consisting of self-perception, views of other departments and how others view them: trying to recognize and solve the real cause of conflicts, or sub-grouping the groups to get rid of the difference in perceptions and impressions that groups have about each other.

#### **Short Questions:**

1. Define Organizational conflict.
2. What do you mean by Organizational development
3. Define change.
4. Explain the term Organizational development intervention.

#### **Long Questions:**

1. Define Organizational conflict.
2. Define Organizational conflict? Explain the sources and patterns of conflict?
3. How to resolve the Organizational conflict?
4. Explain the approaches of the Organizational conflict?
5. What do you mean by Organizational change? Why need for change arises in organization?
6. Explain the process of planned change?
7. Define Organizational development? Explain the also Organizational development interventions?