

## Conflict

# CONFLICT

- **Conflict is an unavoidable companion in human existence. It is as old as humanity itself.**
- **Comes from the English word "conflict" - clash, contradiction, clash and the science studying conflict is called "CONFLICTOLOGY"**

### Characteristics of Conflict

- ✗ At least two parties/two goals/two ideas are involved.
- ✗ Mutually exclusive goals and mutually exclusive values exist.
- ✗ The parties/ideas/goals face each other with mutually opposing actions and counteractions.

#### Definition:

Conflict is an unavoidable and natural part of human life. It occurs when individuals or groups have opposing needs, goals, beliefs, or values. In other words, it is a **clash or contradiction** between two or more forces.

It has existed as long as human civilization itself and plays a vital role in shaping social relationships and personal growth.

The term "**Conflict**" comes from the Latin "*configere*" meaning "to strike together" — that is, when two or more sides collide in their interests or actions.

The study of conflict as a scientific field is known as **Conflictology**.

#### Characteristics of Conflict:

##### 1. Involvement of Two or More Parties:

A conflict always involves at least two sides — two people, two groups, or two ideas with differing goals or values.

##### 2. Mutually Exclusive Goals or Values:

The goals or ideas of the parties are **incompatible** — what one side wants prevents the other from achieving its desire.

##### 3. Opposing Actions and Counteractions:

Each party responds to the other with opposing behavior, which can lead to tension, argument, or competition.

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## **Summary:**

- Conflict is a normal part of life and society.
  - It arises due to differences in opinions, values, or objectives.
  - Though often seen as negative, conflict can also lead to **growth, understanding, and change** when managed properly.
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## **Definition of Conflict**

### **DEFINITION OF CONFLICT:**

- **Conflict at Intrapersonal level: a process when one's motive/goal starts to be incompatible with/in disharmony with another motive/goal**
- **Conflict at Interpersonal level: a process that begins when one person perceives that another has negatively affected or is about to negatively affect something that she desires**

**Definition**

➤ *Conflict means a painful emotional state which results from tension between opposed and contradictory wishes.- Douglas & Holland*

➤ *Psychological conflict is a state of tension brought by the presence in the individual of two or more opposing desires.- Barney & Lehner*

## **Definition of Conflict**

Conflict means a **clash of ideas, goals, or desires** between people or within a person. It creates **tension or discomfort** when two things we want cannot happen together.

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## **According to Scholars:**

- **Douglas & Holland:**  
“Conflict means a painful emotional state which results from tension between opposed and contradictory wishes.”
- **Barney & Lehner:**  
“Psychological conflict is a state of tension brought by the presence in the individual of two or more opposing desires.”

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### **Types of Conflict:**

#### **1. Intrapersonal Conflict:**

- Happens **within a person**.
- When one's own goals or desires go against each other.
- Example: A student wants to rest but also wants to study for exams.

👉 It is a fight **inside the mind** between two choices.

#### **2. Interpersonal Conflict:**

- Happens **between two or more people**.
- When one person feels that another person is stopping or hurting their goals or needs.
- Example: Disagreement between friends, family members, or co-workers.

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### **In Short:**

Type	Meaning	Example
<b>Intrapersonal Conflict</b>	Inside a person's mind	Choosing between study and play
<b>Interpersonal Conflict</b>	Between two people	Argument between friends

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### **Conclusion:**

Conflict is a **natural part of life**.

It happens everywhere — at home, school, or work.

If handled calmly, it helps people **understand each other better and grow emotionally**.

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## Types of Conflicts

# TYPES OF CONFLICTS

- There are different classifications of conflict types.
- Types are based on two characteristics: *the levels of conflict and the consequences of conflict.*
- According to the levels of conflict in the organization, four main types-
  1. INTRAPERSONAL CONFLICT
  2. INTERPERSONAL CONFLICT
  3. INTRA-GROUP CONFLICT
  4. INTERGROUP CONFLICT



According to the effects that conflict has, the conflict typology outlines other types of conflict:

1. CONSTRUCTIVE CONFLICTS
2. DESTRUCTIVE CONFLICTS,

## Types of Conflicts

Conflict can occur at different levels and can have different effects.

It is generally classified based on two main aspects:

1. Levels of Conflict
2. Consequences (Effects) of Conflict

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### A. Based on Levels of Conflict

According to the level at which conflict happens, there are **four main types**:

1. **Intrapersonal Conflict:**
  - o This conflict occurs **within an individual's mind.**
  - o It happens when a person struggles between two desires or goals.
  - o Example: Choosing between watching TV or studying for exams.
2. **Interpersonal Conflict:**
  - o This conflict happens **between two or more individuals.**
  - o It arises due to differences in opinions, attitudes, or interests.
  - o Example: Argument between friends or colleagues.

### **3. Intragroup Conflict:**

- Conflict that occurs **within a group or team**.
- Members may disagree about goals, decisions, or roles.
- Example: Team members disagreeing about how to complete a project.

### **4. Intergroup Conflict:**

- Conflict that occurs **between two or more groups**.
- It may happen in organizations, communities, or nations.
- Example: Conflict between departments in a company.

## **B. Based on Consequences (Effects) of Conflict**

Conflicts can also be divided based on their outcomes:

### **1. Constructive Conflict:**

- Positive and helpful conflict.
- Leads to growth, creativity, and better understanding.
- Example: Healthy debate leading to improved ideas.

### **2. Destructive Conflict:**

- Negative and harmful conflict.
- Causes stress, tension, and broken relationships.
- Example: Frequent arguments that destroy trust.

## **In Short:**

Type	Meaning	Example
Intrapersonal	Within oneself	Confusion about choices
Interpersonal	Between two people	Argument with a friend
Intragroup	Within a team	Disagreement in a group
Intergroup	Between groups	Departmental conflict
Constructive	Positive outcome	Creative discussion
Destructive	Negative outcome	Relationship damage

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Types of Conflicts features

## TYPES OF CONFLICTS AND THEIR FEATURES

### 1. Conflict of interests - incompatible aspirations to limited resources, goods, etc.

It is associated with competitive behavior between participants and striving to gain at others' expense, which gives rise to enmity, fighting, etc.

### 2. Cognitive conflict (conflicts of ideas) - associated with solving problems on which individual participants have different views,

It gives rise to inconsistencies in assessments of the situation, and hence in behavior.

There are three derivatives of cognitive conflict:

- *Attitudinal conflict* - refers to the biases of the disputants;

- *Values conflicts* - due to different social experiences, culture, moral and normative

system, paths of socialization, etc.;

- *Psychological conflict* - due to the peculiarities in characters, to the discrepancy in the dynamics of mental processes, to the differences in intellect, in upbringing, etc.

### 3. Organizational conflict - as a result of poor organization of joint activity.

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## Types of Conflicts and Their Features

Conflict can arise due to differences in ideas, goals, interests, or values.

Here are the **main types of conflicts** and their key features:

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### 1. Conflict of Interests

- This occurs when people have **different goals or desires** over limited resources such as money, goods, or power.
  - It leads to **competition** and sometimes to **enmity or fighting**.
  - Example: Two employees competing for the same promotion.
  - **Feature:** Involves **self-interest** and striving to achieve one's goals at the expense of others.
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### 2. Cognitive Conflict (Conflict of Ideas)

- This type of conflict happens when people have **different opinions or ways of thinking** about a situation or problem.
- It creates **inconsistency in understanding and behavior**.

Three Subtypes of Cognitive Conflict:

### a) Attitudinal Conflict

- Based on **differences in attitude or bias** between people.
- Example: One person is optimistic, the other is pessimistic about a project.

### b) Values Conflict

- Arises from **different cultural or moral values** and beliefs.
- Example: Disagreements about lifestyle or ethics due to cultural differences.

### c) Psychological Conflict

- Caused by **differences in personality, intelligence, or upbringing**.
  - Example: A calm person and a short-tempered person working together may clash.
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## 3. Organizational Conflict

- This occurs due to **poor management, unclear roles, or lack of communication** within an organization.
- It can happen between departments or between employees and management.
- Example: Workers feeling undervalued by supervisors.
- **Feature:** Arises from **mismanagement or poor coordination** in a workplace or group activity.

### Summary Table:

Type of Conflict	Cause	Example
Conflict of Interests	Competition for resources	Two employees competing for promotion
Cognitive Conflict	Different ideas or opinions	Disagreement on project method
Attitudinal Conflict	Different attitudes	Positive vs negative outlook
Values Conflict	Cultural or moral differences	Ethical disagreements
Psychological Conflict	Personality or mental differences	Calm vs aggressive worker
Organizational Conflict	Mismanagement or poor structure	Communication gap in a company

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CONFLICTS OF RELATIONS		
CAUSES	CHARACTERISTICS	MODE OF ACTION
<ul style="list-style-type: none"> <li>• Poor communication</li> <li>• Different stereotypes</li> <li>• Negative behaviour</li> <li>• Strong emotions</li> <li>• Repetitive negative behaviour</li> </ul>	<ul style="list-style-type: none"> <li>❖ They are conditioned by strong negative emotions, layered stereotypes, misunderstanding of the situation,</li> <li>❖ Ineffective communication and unwillingness to understand each other.</li> <li>❖ Often these conflicts are defined as 'unnecessary', as they arise even when no objective conditions exist.</li> <li>❖ They are the surest means of escalating tensions.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Clarifying perceptions through effective communication;</li> <li>➤ Exercising control over emotional processes and the emotions expressed;</li> <li>➤ Recognising the importance of feelings;</li> <li>➤ Encouraging positive decision-making attitudes;</li> </ul>

### Conflicts of Relations

#### Meaning:

Conflicts of relations occur when misunderstandings, poor communication, or emotional issues create tension and disagreement between people in relationships — whether personal, social, or professional.

#### Causes of Relationship Conflicts

1. **Poor communication** – Lack of clarity or misinterpretation of messages.
2. **Different stereotypes** – Prejudiced views or assumptions about others.
3. **Negative behaviour** – Disrespect, criticism, or hurtful actions.
4. **Strong emotions** – Anger, jealousy, or frustration that intensifies disputes.
5. **Repetitive negative behaviour** – Continuing the same hurtful actions without resolving the issue.

#### Characteristics of Relationship Conflicts

- These conflicts are driven by **strong negative emotions** and **misunderstandings**.
- Often caused by **ineffective communication** and a lack of willingness to understand each other.

- Many of these conflicts are **unnecessary**, arising even when no major problem exists.
  - They tend to **increase tension and stress**, damaging trust and cooperation.
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### Modes of Action (Ways to Resolve Relationship Conflicts)

1. **Clarify perceptions** – Improve communication to remove misunderstandings.
  2. **Control emotions** – Stay calm and avoid reacting with anger or frustration.
  3. **Recognize the importance of feelings** – Respect and acknowledge emotions in others.
  4. **Encourage positive decision-making** – Focus on solutions instead of blame.
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### Summary Table

Causes	Characteristics	Mode of Action
Poor communication	Caused by negative emotions and misunderstanding	Clarify communication
Stereotypes	Ineffective communication	Control emotions
Negative behaviour	Often unnecessary	Recognize feelings
Strong emotions	Escalate tensions	Encourage positive decisions

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## Conflicts of Information

# CONFLICTS OF INFORMATION

CAUSES	CHARACTERISTICS	MODE OF ACTION
<ul style="list-style-type: none"><li>• Lack of information</li><li>• Misinformation</li><li>• Different criteria</li><li>• Different Interpretation</li><li>• Different assessment procedures</li></ul>	<p>They generally boil down to:</p> <ul style="list-style-type: none"><li>• Inadequate communication system;</li><li>• Lack of information;</li><li>• Different criteria for evaluating information;</li><li>• Different interpretation of information.</li></ul>	<ul style="list-style-type: none"><li>• Improving hierarchical and vertical Communication networks;</li><li>• Developing a system for collecting and Processing information;</li><li>• Developing common criteria for evaluating information;</li><li>• Using experts.</li></ul>

## Conflicts of Information

### Meaning:

Conflicts of information occur when people or groups have **different or incorrect information**, leading to misunderstandings, wrong decisions, or disagreements.

It often happens due to **poor communication or inconsistent data**.

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### Causes of Conflicts of Information

1. **Lack of information** – When people don't have enough data to make correct decisions.
  2. **Misinformation** – When false or incorrect information is shared.
  3. **Different criteria** – When people use different standards to judge or evaluate information.
  4. **Different interpretation** – When the same information is understood in different ways.
  5. **Different assessment procedures** – When people use different methods to analyze or measure information.
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### Characteristics

Conflicts of information usually result from:

- **Inadequate communication systems** – Poor flow of information between people or departments.
  - **Lack of accurate data** – Decisions are made without proper facts.
  - **Different criteria for evaluation** – Everyone uses their own standard for judging information.
  - **Misunderstanding or misinterpretation** – The same message may mean different things to different people.
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### **Modes of Action (Ways to Resolve These Conflicts)**

1. **Improve communication networks** – Strengthen both **vertical (top-down)** and **horizontal (peer-to-peer)** communication.
  2. **Develop proper systems for collecting and processing data** – Ensure information is **accurate and timely**.
  3. **Create common standards for evaluation** – Everyone should follow **the same criteria** for assessing information.
  4. **Use experts** – Bring in specialists to **analyze and clarify** complex or confusing data.
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### **Summary Table**

<b>Causes</b>	<b>Characteristics</b>	<b>Mode of Action</b>
Lack of information	Inadequate communication	Improve communication systems
Misinformation	Misunderstanding of facts	Develop information processing systems
Different criteria	Different evaluation standards	Create common evaluation criteria
Different interpretation	Confusion in meaning	Use experts for clarity

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## Conflicts of Interests

# CONFLICTS OF INTERESTS

CAUSES	CHARACTERISTICS	MODE OF ACTION
<ul style="list-style-type: none"> <li>❖ Property</li> <li>❖ Competing interests</li> <li>❖ Substantive</li> <li>❖ Procedural</li> <li>❖ Psychological</li> </ul>	<ul style="list-style-type: none"> <li>➢ These conflicts are caused by rivalries in the distribution of scarce goods.</li> <li>➢ Most often, one side attempts to satisfy its needs at the expense of the other.</li> <li>➢ This type of conflict concerns both the content of the processes /money, resources, goods/ and the ways in which the dispute is conducted, i.e. the procedure.</li> <li>➢ Moral psychological issues such as trust, mutual respect, fairness are also involved.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Creating a conducive working atmosphere;</li> <li>❖ Focusing on interests rather than positions;</li> <li>❖ Developing solutions that meet the needs and interests of all.</li> <li>❖ Developing a reward system;</li> </ul>

## Conflicts of Interests

### Meaning:

A **conflict of interest** occurs when two or more people or groups want the **same limited resources** (like money, property, or recognition).

It happens when one person's goals or needs **clash with another's**, leading to competition, disagreement, or tension.

### Causes of Conflicts of Interest

1. **Property** – Disagreements over ownership or use of resources.
2. **Competing interests** – When two sides want the same benefit or goal.
3. **Substantive** – Conflict over real issues like money, goods, or power.
4. **Procedural** – Disputes about *how* decisions are made or actions are taken.
5. **Psychological** – Issues like trust, fairness, or respect can also cause conflicts.

### Characteristics

- These conflicts are often due to **competition or rivalry** in sharing limited goods or benefits.

- Usually, **one side tries to win** at the cost of the other.
  - It involves both the **content** (what the conflict is about, e.g., money or resources) and the **procedure** (how it is handled).
  - **Moral and emotional factors** like trust, fairness, and respect also play a big role.
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### Mode of Action (How to Resolve)

1. **Create a positive environment** – Build a cooperative and understanding workplace or social setting.
  2. **Focus on interests, not positions** – Discuss real needs instead of personal demands or ego.
  3. **Develop fair solutions** – Find outcomes that meet the needs of everyone involved.
  4. **Establish a reward system** – Recognize fair behavior and teamwork to prevent future conflicts.
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### Summary Table

Causes	Characteristics	Mode of Action
Property, competing interests, psychological issues	Arises from rivalry and unmet needs	Create a fair, cooperative atmosphere
Substantive and procedural disputes	One side tries to benefit over the other	Focus on mutual interests
Moral issues like fairness, respect	Emotional and ethical tensions	Develop fair solutions and reward systems

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## Structural conflicts

STRUCTURAL CONFLICTS		
CAUSES	CHARACTERISTICS	MODE OF ACTION
<ul style="list-style-type: none"> <li>➤ Various resources</li> <li>➤ Geographical Constraints</li> <li>➤ Time constraints</li> <li>➤ Unequal power</li> <li>➤ Violation of rules</li> <li>➤ Unclear/unacceptable rules</li> <li>➤ Unclear objectives</li> <li>➤ Skipping phases</li> </ul>	<p>❖ The former are the result of unresolved problems between units and specialists of different hierarchical levels, of artificially maintained great distance, of poor leadership style on the part of superiors, of deliberate suppression and discrediting of those who are capable and those who wish to grow in the profession.</p> <p>❖ The second is the result of misallocation of authority horizontally, i.e. between units/ organizational forms at the same management level.</p> <p>The struggle is for better positions, for redistribution of responsibilities, for faster career advancement when it comes to individuals. Here the conflict can be referred between the supervisor /formal leader/ and the informal leader, as well as the conflict between the heads of the different functional units.</p>	<ol style="list-style-type: none"> <li>1. Clear and precise definition of roles;</li> <li>2. Establishing a fair and mutually acceptable decision-making process;</li> <li>3. Changing the way influence is exercised;</li> <li>4. Changing time constraints;</li> <li>5. Responsibility to bear the burden associated with the moves made and decisions taken.</li> </ol>

## Structural Conflicts

### Meaning:

Structural conflicts arise due to **organizational setup, hierarchy, unequal power, or unclear rules** within an institution or group.

They are caused by the way **roles, responsibilities, and authority** are structured in an organization.

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### Causes of Structural Conflicts

1. **Various resources** – Limited resources create competition among departments or individuals.
2. **Geographical constraints** – Physical distance between units causes communication gaps.
3. **Time constraints** – Pressure to complete work quickly leads to misunderstandings.
4. **Unequal power** – Some people or units having more authority leads to resentment.
5. **Violation of rules** – Disregard for established procedures.
6. **Unclear/unacceptable rules or objectives** – Confusion in roles or goals.
7. **Skipping phases** – Ignoring certain stages of a process can cause tension among members.

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## Characteristics

- These conflicts often result from **unresolved problems between different levels of hierarchy** (for example, supervisors and employees).
  - Can occur due to **poor leadership, suppression of capable employees, or favoritism**.
  - Sometimes arise when authority is **unevenly distributed horizontally** — between departments or teams at the same level.
  - Struggles for **power, recognition, or promotions** also create these conflicts.
  - Both **formal and informal leaders** may be involved in such disputes.
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## Mode of Action (How to Resolve Structural Conflicts)

1. **Clear definition of roles** – Everyone should know their duties and limits.
  2. **Fair decision-making process** – Include all concerned members in discussions.
  3. **Change the way power is used** – Encourage cooperation instead of domination.
  4. **Adjust time limits** – Give reasonable time for tasks to reduce pressure.
  5. **Share responsibility** – Everyone should take responsibility for their decisions and actions.
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## Summary Table

Causes	Characteristics	Mode of Action
Unequal power, unclear rules	Conflicts between different levels or departments	Clear roles and responsibilities
Poor leadership, time constraints	Competition for authority and recognition	Fair decision-making process
Skipping phases, rule violations	Miscommunication and tension	Share responsibility and cooperation

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## Conflicts of Values

CONFLICTS OF VALUES		
CAUSES	CHARACTERISTICS	MODE OF ACTION
➤ Religion, ideology	<b>They are distinguished when the people involved in the conflict have a different value orientation and feel a desire to impose their values on the other side or show intolerance to its value system.</b>	1. Allowing parties to have their own values
➤ Differences in criteria for morality		2. Avoiding defining the problem
➤ Contradictory values	<b>The characteristic features are:</b> ❖ incompatible value systems; ❖ Different criteria for assessing values; ❖ different way of life, ideology, religion.	3. Search for a higher value that unites the parties;  4. Creation of spheres of influence.

## Conflicts of Values

### Introduction:

Conflicts of values occur when individuals or groups have **different beliefs, ideologies, or principles** about what is right or wrong. These conflicts are deeply rooted in **religion, culture, and morality**, and they arise when one side tries to **impose its value system on others**.

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### Causes of Value Conflicts

#### 1. Religion and Ideology:

Differences in religious beliefs or political ideologies often create disagreement and intolerance.

#### 2. Differences in Criteria for Morality:

People judge situations based on different moral standards, leading to conflict.

#### 3. Contradictory Values:

Opposing opinions about what is important in life, such as freedom vs. discipline, or tradition vs. modernity.

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### Characteristics

- People in value conflicts try to **impose their values** on others or reject those who think differently.
  - These conflicts are often **emotional and deep-rooted**, as they concern personal identity and beliefs.
  - Common features include:
    - **Incompatible value systems** – different beliefs or moral frameworks.
    - **Different criteria for judging right and wrong.**
    - **Differences in lifestyle, ideology, or religion.**
  - Such conflicts can cause **division, intolerance, and misunderstanding** between individuals or groups.
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### **Mode of Action (Resolution Methods)**

#### **1. Allowing Freedom of Values:**

Respect each person's right to hold their own beliefs and values.

#### **2. Avoid Defining the Problem Too Narrowly:**

Sometimes, stepping back helps avoid unnecessary clashes.

#### **3. Search for a Higher Common Value:**

Identify shared principles (like peace, respect, or humanity) that can unite both sides.

#### **4. Create Spheres of Influence:**

Allow each group or person to follow their own values within their domain without interference.

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### **Example:**

A conflict between people of different religions or ideologies (for example, liberal vs. conservative) is a common form of value conflict. Mutual respect and open-minded dialogue can help reduce such tensions.

### **Conclusion:**

Conflicts of values are the **most sensitive type of conflict** because they involve personal beliefs and identity.

They can be minimized through **tolerance, communication, and the acceptance of diversity**. Understanding that every person's value system is unique helps in maintaining **harmony and peace in society**

