

## **GROUP DYNAMICS.**

### **INRODUCTION :**

A group is collection of individuals who have mutually dependent relationship. A group is an important subsystem in any organization. Group is combination of two or more people formed with a purpose of achieving their common and shared goals through their interactive effort. Working in groups is not always a pleasant job. Members should have more good listening skills, patience and participate in task related discussions. Group members should have an understanding of each other's strengths and weakness. Group roles should be clearly determined and assigned. Group decisions should be based on consensus and agreement.

### **SCOPE OF GROUP DYNAMICS**

Working in groups can be challenging when you have different personalities in the team, but the collaborative work also provides benefits to the company and individual employees. The staff members may need practice and training in working as a team for those benefits to become apparent.

**1. Shared Experience and Knowledge:** Each employee comes to a company with a certain set of relevant skills and knowledge. Some of those experience areas overlap while others are distinct to one or two employees. When your group of employees is working for projects, everyone gets the advantage of shared knowledge and experience. That pooled work experience makes it easier to tackle a difficult project with different facets. If an employee works individually on a project, he might struggle with some aspects of it because of limited experience. In a group, who can draw on the expertise of his colleagues and potentially expand his own knowledge.

**2. Idea Generation :** The team should have good environment to discuss the project. This leads to more ideas being generated. The discussion may encourage greater creativity and push the members to think of new ideas.

Discussing the project may also be better for finding solutions to problems. Employees may discover new ways to approach a particular task that is more effective.

**3. Fact Checking :** Individual projects rely on one employee to get the facts without any mistakes. When all team members are actively engaged in the project, they are more likely to catch a mistake before it turns into a major problem.

**4. Support :** With The sense of security and support, a team may encourages to employees to take more risks. Where an employee may be conservative when working on an individual project, Individual may find encouragement and inspiration from team members to push himself/herself further. Working individually sometimes creates a sense of isolation and makes employees feel as if they have no one else behind them. The support of the team environment helps some employees increase productivity and become more motivated at work

**5. Builds Trust :** An effective team enjoys working together and shares a strong bond. When you put your trust in a co- worker, you are establishing the foundation of a relationship that can endure minor conflicts. It helps employees open up and encourage each other. Open communication is key when working on a team and produces effective solutions in difficult group projects. Without trust, a team crumbles and cannot succeed on assigned projects. Great teams build each other up and strengthen individual members to create a cohesive group. By working together, employees learn that wins and loss.

**6. Encourages Healthy Risk-Taking :** If the project fails when working solo, that employee takes the full blunt of the blame. Working as a team allows team members to take more risks, as they have the support of the entire group to fall back on in case of failure.

## **TYPES OF GROUPS**

**I.FORMAL GROUP :** When two or more individuals join together a group due to the official structure and job relationship in an organization such a group is called “formal group”. Group of production manager, materials manager, and quality control manager of a company.

### **II.CONTRIBUTIONS OF FORMAL GROUPS CONTRIBUTIONS TO ORGANISATIONS:**

- A. Create new ideas implement action plans
- B. Co-ordinate interdepartmental efforts
- C. Solve complex problems requiring varied information and perspectives
- D. Socialize and train new common.

### **CONTRIBUTIONS TO INDIVIDUALS**

- i. Satisfy needs for affiliation
- ii. Confirm identify and enhance self esteem
- iii. Reduce feelings of insecurity and powerlessness
- iv. Provide a mechanism for solving personal and interpersonal problem.

**I. INFORMAL GROUPS:** Informal groups are natural formations in the work environment which appear in response to the need for social contract. They may also develop across or outside of formal groups whatever the way of formation. Informal groups obviously do not possess formal structures. Informal groups are formed out of the common interest's, aptitudes, values, opinions of the people.

### **CONTRIBUTION OF ORGANISATION**

- 1. Help integrate new employees into the formal expectations of the organizations.
- 2. Provide social satisfaction unlikely for anonymous individual workers to experience.
- 3. Enhance members access to information.
- 4. Provide and enforce guideline for appropriate behavior.

## CONTRIBUTION TO INDIVIDUALS

- i. Satisfaction of social and affiliation needs & Satisfaction of needs for security and support.
- ii. Enhance feelings of self esteem if members are valued by other group members.

**III. TASK GROUP :** To accomplish a particular task form a task group. Task group boundaries are not limited to the particular department, but they may spread throughout the organization and sometimes spread even beyond the organization. The employees belong to different department.

**IV. FRIENDSHIP GROUP:** These groups form with common characteristics. These common characteristics include hard working, avoiding work, smart working, risk taking etc. Enlightened (showing understanding, acting in a positive way, ) managers maintain good relations with friendship groups because these groups have tremendous influence on their members, that managers would prefer to have directed towards organizational goals.

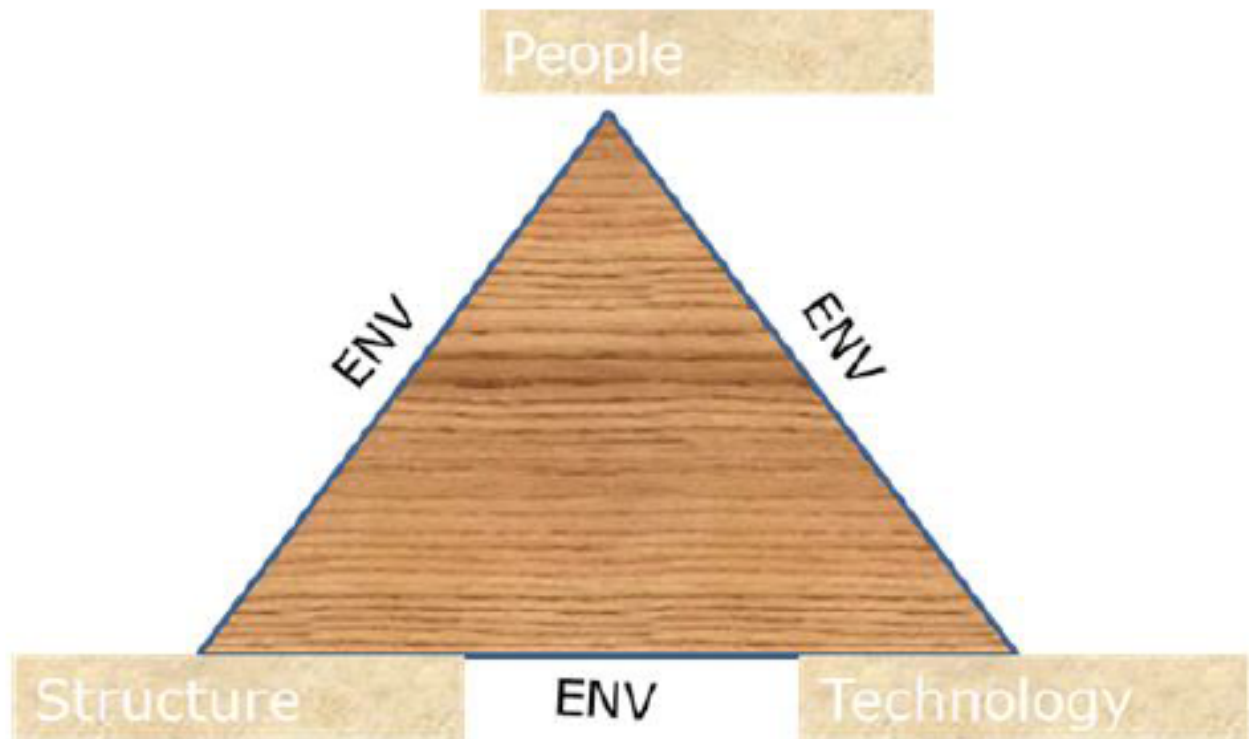
**V. REFERENCE GROUP:** Reference groups are the bases for many interest and friendship groups. Reference groups are based on such factors as race, gender, policies, religion social class etc. It provides values for individual on which to base personal decisions.

**VI. INTEREST GROUP:** People with common interests like maintenance and developing Working conditions recreational facilities providing employees services etc form the interest group.

## DETERMINANTS OF GROUP BEHAVIOUR

There are three major factors that affect OB. The working environment being the base for all three factors, they are also known as the determinants of OB. The three determinants are –

- People
- Structure
- Technology



### People

An organization consists of people with different traits, personality, skills, qualities, interests, background, beliefs, values and intelligence. In order to maintain a healthy environment, all the employees should be treated equally and be judged according to their work and other aspects that affects the firm.

**Example** – A company offers campus placement to trainees from different states like Orissa, Haryana, Arunachal Pradesh and many more. However, during and after training, all trainees are examined only on the basis of their performance in the tasks assigned.

### Organizational Structure

Structure is the layout design of an organization. It is the construction and arrangement of relationships, strategies according to the organizational goal.

**Example** – Organizational structure defines the relation of a manager with employees and co-workers.

### Technology

Technology can be defined as the implementation of scientific knowledge for practical usage. It also provides the resources required by the people that affect their work and task performance in the right direction.

**Example** – Introduction of SAP, big data and other software in the market determines individual and organizational performance.

### Environment

All companies function within a given internal and external environment. Internal environment can be defined as the conditions, factors, and elements within an enterprise that influences the activities, choices made by the firm, and especially the behavior of the employees. While external environment can be defined as outside

factors that affect the company's ability to operate. Some of them can be manipulated by the company's marketing, while others require the company to make adjustments. Some **examples of internal environment** include employee morale, culture changes, financial changes or issues, and some **examples of external environment** include political factors, changes to the economy and the company itself.

### **GROUP DEVELOPMENT :**

BRUCE TUCKMAN has developed five stages model of group process.

**STAGE-1 FORMING:** Members are concerned about exploring friendship and task potentials. They do not have strategies for addressing the group's task. Members observe others various events and issues and decide what type of behavior is acceptable. As awareness increases this stage of group development is completed, Once members cross this stage they are clear of the hierarchy and relationships.

**STAGE -2 STORMING :** Storming stage is characterized by conflict and confrontation among the group members due to confusion over relationship purpose and direction. One objective of this stage is to resolve the conflict about power and task structure. During this stage members accept the group but there would be conflict over the leadership objectives as well as relationship.

**STAGE -3 NORMING :** There is now a strong ease of group identity and camaraderie (mutual trust and friendship among people who spend a lot of time together.) Members formulate common goals and expectations of the group. Desired outcomes for this stage of group development are increased.

**STAGE-4 PERFORMING :** Group members during this stage exert all their energies towards functioning and performing the tasks in order to attain the group goals. They share their ideas, skills, knowledge and competence in order to excel in the organizational activities forgetting their individual preferences and differences. Permanent groups continue to work as achieving organizational objectives is never ending task until the organizations exist.

**STAGE -5 ADJOURNING:** Temporary groups like committees, task forces, commissions and teams reach this stage after completing their task which is purely a temporary setup. The leader can facilitate positive closure of this stage by recognizing and rewarding group performance.

## **GROUP NORMS**

Group norms are the informal guidelines of behavior and a code of conduct that provides some order and conformity to group activities and operations. These rules are expected to be followed by all the group members. These norms and rules usually develop gradually and informally as group members learn as to what behaviors are necessary for the group to function effectively. These norms may include a code of dress for meetings or being on time for the meetings and behaving in a predictable manner both within and outside the group meetings .

### **Types of Group Norms**

#### **Behavior Norms**

These are rules and guidelines defining the day-to-day behavior of people at work. This behavior pattern may include punctuality as a habit, completing any given assignments within the required time framework, not losing temper, showing respect for other member's opinions, not monopolizing the conversation and so on. Certain professionalism is expected from all members and this professionalism is predictable form of behavior.

#### **Work Norms**

Work norms regulate the performance and productivity of individual members. An overly ambitious worker who produces more is considered as much a deviate from the norms as a worker who is an under producer. Work norms usually put an acceptable level of productivity, within reasonable tolerances so that comparatively poor performers can also be accommodated and that they do not become a burden on their peers.

## **Group Cohesiveness**

Group cohesiveness is visible if the aims of the group and its members coincide. If there is a good attachment between members and similarity of goals then it forms an intact organization.

If the liking between members is not that good the cohesiveness of the group gets weakened. Individual goals are different from group goals lessens the bond between members. If an individual puts his career and desires in the forefront and joins the group for his own selfish interest, it will negatively impact the group.

**Salient Features Affecting Group Cohesiveness**

Groups as a comprehensive element with skillful working provide a conducive atmosphere to enhance ones interactive skills and abilities.

### **1) Like-Mindedness**

A group should consist of like-minded individuals with similar tastes to a certain extent. Then only the group can achieve common goals.

The group selects individual members on the basis of some familiarizes with the group likings. People with different thought processes than the group's motives are generally rejected.

A common goal for the group is identified and it is understood that members will work for the group's interest inclusive of their own interest.

### **2) Dialogue**

Logical communication between the group and the members is most essential. Thoughts should be verbally explained to reach a final conclusion.

Any kind of misinterpretation of words between members and the groups will lead to all sorts of trouble.

The member's mindset should be properly put across the table to avoid any miscommunication. This will also help in forging and strengthening the bond among the members and the group.

### **3) Background**

Previous experiences of other groups and exposure to a different set of ideas are also very important. Different experiences bring different perspectives which help in enhancing the performance of the group.

New thoughts and views from varied sources give birth to newer ideas and create more awareness and productivity within the group. People from different backgrounds have fresh ideas from their previous experiences which helps in the growth of the group and in turn help in the group cohesiveness.

### **4) Confidence**

Reliability and trust is an important element in group cohesiveness. The individuals in a group need to trust the team and its decisions to bring about a positive change.

Trust connects the group and the members so that decisions can be taken in unanimity.

### **5) Goals and Ambitions**

Having an objective and a common goal sets the foundation for a positive outcome.

Most groups have a common aim in which they strive to deliver by their activities and social services. These positive aims help them in attaining goodwill in the market which furthers their future enhancements.

### **Advantages of Group Cohesiveness**

The benefits of group cohesiveness pierce the cloud surrounding it by its attitude. But the benefits outshine all the negativeness encircling it. It is like a rainbow with varied colors.

#### **1. Enhancement of Communicative Skills**

As the whole team works in unity under the team leader there is a general diversion in their communication levels which gets enhanced. The interactive sessions bring a positive change in all areas of their lives and build self-confidence.

#### **2. Improves Coordination**



If the aims and liking of group members are alike then group cohesiveness helps in delivering better results and productivity. It includes better cooperation between members and team members.

### **3. Inspirational source**

Different members have distinct ideas which act as a motivational force. This also gives them the confidence to put their ideas forward and helps in the improvement of the overall team effort.

### **4. Saves effort and time**

An individual doing work alone will have to put in more time and effort than allotted to a group. The outcome is also much more and fruitful and in less time.

### **Disadvantages of Group Cohesiveness**

If also the negative side is known, a group can benefit from this case study. The content available on the course material will clear conceptions if disadvantages are also known.

#### **1. Lesser outcome**

The teams have their own thoughts from similar fields which brings the creativity down. The end result is not very satisfactory in terms of innovation.

#### **2. Lofty goals**

Unrealistic goals and ambitions crush the identity of the group cohesiveness and the outcomes are not up to the mark. There is a greater rate of failure.

Finally, to conclude all the features, pros and cons of group cohesiveness can be studied from the above content and taken into account.

### **Solved Questions on Group Cohesiveness**

What are the advantages and disadvantages of Group Cohesiveness?

#### **Advantages of Group Cohesiveness –**

1. Enhancement of Communicative Skills
2. Improves Coordination
3. Inspirational source
4. Saves effort and time

#### **Disadvantages of Group Cohesiveness –**

1. Lesser Outcome
2. Lofty Goals

### **SMALL GROUPS :**

According to Wilson and Hanna (1990), a small group is defined as, “a collection of three or more individuals who interact about some common problem or interdependent goal and can exert mutual influence over one another.” They go on to say that the three key components of groups are, “size, goal orientation, and mutual .

## **Group Decision Making**

The **Group Decision Making** is the collective activity wherein several persons interact simultaneously to find out the solution to a given statement of a problem. In other words, group decision making is a participatory process wherein multiple individuals work together to analyze the problem and find out the optimum solution out of the available set of alternatives.

In group decision-making, the number of participants often ranges from two to seven. It is not necessary that all the group members agree with each other and hence most of the times, the decision is taken on the basis of a majority if no other mode of a majority is prescribed. The majority means the number of votes in favor or against the proposed alternative.

### **Group Decision-Making Techniques**

In order to eliminate group think and group shift from a group, we can use four different techniques that will help us make a collaborative decision that is best for the group. These techniques are –

- Brainstorming
- Nominal group thinking
- Didactic technique
- Delphi technique

### **Brainstorming**

This technique includes a group of people, mostly between five and ten in number, sitting around a table, producing ideas in the form of free association. The main focus is on generation of ideas and not on evaluation of these ideas.

If more ideas can be originated, then it is likely that there will be a unique and creative idea among them. All these ideas are written on the blackboard with a piece of chalk so that all the team members can see every idea and try to improvise these ideas.

Brainstorming technique is very effective when the problem is comparatively precise and can be simply defined. A complex problem can be divided into parts and each part can be dealt with separately at a time.

### **Nominal Group Thinking**

This technique is similar to brainstorming except that this approach is more structured. It motivates individual creativity. Members form the group for namesake and operate independently, originate ideas for solving the problem on their own, in silence and in writing. Members do not communicate well with each other so that strong personality domination is evaded.

The group coordinator either collects the written ideas or writes them on a large blackboard so that each member of the group can see what the ideas are. These ideas are further discussed one by one in turn and each participant is motivated to comment on these ideas in order to clarify and improve them. After all these ideas have been discussed, they are evaluated for their merits and drawbacks and each actively participating member is needed to vote on each idea and allot it a rank on the basis of priority of each alternative solution.

The idea with the highest cumulative ranking is selected as the final solution to the problem.

### **Didactic Interaction**

This technique is applicable only in certain situations, but is an excellent method when a situation actually demands it. The type of problem should be such that it generates output in the form of yes or no. Say for example, a decision is to be made whether to buy or not to buy a product, to merge or not to merge, to expand or not to expand and so on. These types of decision requires an extensive and exhaustive discussion and investigation since a wrong decision can have serious consequences.

There are many advantages as well as disadvantages of this type of situation. The group that makes the decision is divided into two sub-groups, one in favor of the “go” decision and the opposing in favor of “no go” decision.

The first group enlists all the “pros” of the problem solution and the second group lists all the “cons”. These groups meet and discuss their discoveries and their reasons. After tiring discussions, the groups switch sides and try to find weaknesses in their own original standpoints. This interchange of ideas and understanding of various viewpoints results in mutual acceptance of the facts as they exist so that a solution can be put together around these facts and ultimately a final decision is reached.

### **Delphi Technique**

This technique is the improvised version of the nominal group technique, except that it involves obtaining the opinions of experts physically distant from each other and unknown to each other.

This isolates group members from the undue influence of others. Basically, the types of problems sorted by this technique are not specific in nature or related to a particular situation at a given time.

For example, the technique could be used to explain the problems that could be created in the event of a war. The Delphi technique includes the following steps –

- The problem is first identified and a panel of experts are selected. These experts are asked to provide potential solutions through a series of thoughtfully designed questionnaires.
- Each expert concludes and returns the initial questionnaire.
- The results of the questionnaire are composed at a central location and the central coordinator prepares a second set of questionnaire based on the previous answers.
- Each member receives a copy of the results accompanied by the second questionnaire.
- Members are required to review the results and respond to the second questionnaire. The results typically trigger new solutions or motivate changes in the original ideas.
- The process is repeated until a general agreement is obtained.

## **Advantages of Group Decision Making**

Group decision making has two advantages over individual decision making.

### **Synergy**

It is the idea that the whole is greater than the aggregate of its parts. When a group makes a decision collectively, its judgment can be powerful than that of any of its members. Through discussing, questioning, and collaborative approach, group members can identify more complete and robust solutions and recommendations.

### **Sharing of information**

Group decisions take into account a wider scope of information as each group member may contribute distinct information and expertise. Sharing information increases understanding, clarifies issues, and facilitates movement towards a collective decision.

## **Disadvantages of Group Decision Making**

The major disadvantages of group decision making are as follows –

### **Diffusion of Responsibility**

Group decision making results in distribution of responsibility that results in lack of accountability for outcomes. In this way, everyone is responsible for a decision, and no one really is. Moreover, group decisions can make it easier for members to refuse personal responsibilities and blame others for bad decisions.

### **Lower Efficiency**

Group decisions can sometimes be less efficient than individual decisions. It takes additional time because there is a need of active participation, discussion, and coordination among group members. Without good facilitation and structure, meetings can get eliminated in trivial details that may matter a lot to one person but not to the others.

### **Groupthink**

One of the biggest disadvantage of effective group decision making is groupthink. It is a psychological phenomenon that occurs within a group of people in which the wish for harmony or conformity results in an illogical or dysfunctional decision-making outcome.

By refraining themselves from outside influences and actively suppressing opposing viewpoints in the interest of minimizing conflict, group members reach a consensus decision without critical evaluation of substitute viewpoints.

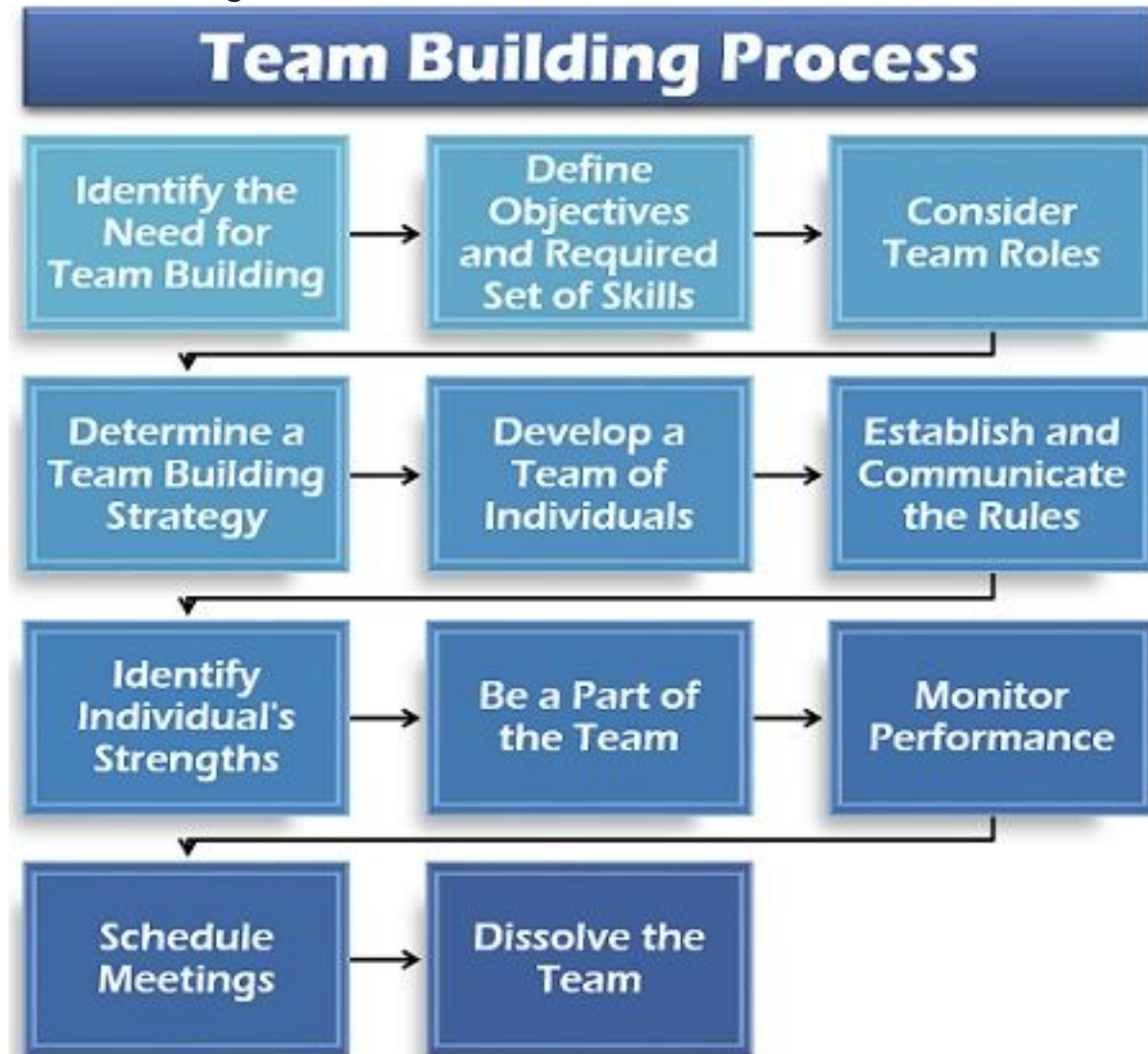
Groupthink sometimes produces dehumanizing actions against the out-group.

## Team Building

**Definition:** Team building is a management technique used for improving the efficiency and performance of the workgroups through various activities. It involves a lot of skills, analysis and observation for forming a strong and capable team. The whole sole motive here is to achieve the organization vision and objectives.

### Team Building Process

Team building is not a one-time act. It is a step by step process which aims at bringing a desirable change in the organization. Teams are usually formed for a particular task or project and are mostly for the short term. The various steps involved in team building are as follows



### Identify the Need for Team Building

The manager has first to analyze the requirement of a team for completing a particular task. It should find out the purpose of the work to be performed, required skills for the job and its complexity before forming a team.

### Define Objectives and Required Set of Skills

Next comes the chalking down of the organizational objectives and the skills needed to fulfil it.

### **Consider Team Roles**

The manager considers the various aspects, i.e. the interactions among the individuals, their roles and responsibilities, strengths and weaknesses, composition and suitability of the possible team members.

### **Determine a Team Building Strategy**

Now, the manager has to understand the operational framework well to ensure an effective team building. He must himself be assured of the objectives, roles, responsibilities, duration, availability of resources, training, the flow of information, feedback and building trust in the team.

### **Develop a Team of Individuals**

At this stage, the individuals are collected to form a team together. Each member is made familiar with his roles and responsibilities within the team.

### **Establish and Communicate the Rules**

The rules regarding the reporting of team members, meeting schedules, and decision making within the team are discussed. The individuals are encouraged to ask questions and give their views to develop open and healthy communication in the team.

### **Identify Individual's Strengths**

Various team-building exercises are conducted to bring out the strengths of the individuals. It also helps in familiarizing the team members with each other's strengths and weakness.

### **Be a Part of the Team**

At this point, the manager needs to get involved with the team as a member and not as a boss. Making the individuals realize their importance in the team and treating each member equally is necessary. The team members should see their manager as their team leader, mentor and role model.

### **Monitor Performance**

Next step is checking the productivity and performance of the team as a whole. It involves finding out loopholes and the reasons for it. This step is necessary to improve the team's performance and productivity in the long run.

### **Schedule Meetings**

One of the most crucial steps is to hold purposeful meetings from time to time to discuss team performance, task-related problems and discuss the future course of action.

### **Dissolve the Team**

Lastly, the manager needs to evaluate the results and reward the individuals on their contribution and achievement. Finally, the team is dispersed on the fulfilment of the objective for which it was formed.

### **Advantages of Team Building**

Team building has radically evolved as a technique to develop and manage effective teams in the workplace.

The aim to achieve long-term organizational objectives developed the need for carrying out team building activities frequently.

the various benefits of team building to an organization:



**Identify Strengths and Weaknesses:** Through team-building exercises, the strengths and weaknesses of each member can be identified. In day to day routine work, such an analysis cannot be done. These competencies can be used by the managers to form effective teams.

**Direct Towards Vision and Mission:** Team building activities define the role and importance of the team for the organization to reach its vision. It makes the individuals understand the organization's goals, objectives, mission and vision very clearly and motivates them to contribute towards it.

**Develops Communication and Collaboration:** Team building activities enhance the interpersonal relations of the team members. It makes individuals comfortable and familiar with one another. Collaboration develops trust and understanding among the team members.

**Establishes Roles and Responsibilities:** It defines and clarifies the role of each member of a team. Moreover, the members are given individual responsibilities, along with the motivation of performing as a team.



**Initiates Creative Thinking and Problem Solving:** In a team, individuals are motivated to give their views, opinions and solution to a particular problem. It leads to brainstorming and exploring their creative side.

**Builds Trust and Morale:** By conducting team building activities, the organization makes the employees feel valued. It encourages them to develop their skills and build strong interpersonal relations, ultimately boosting the morale and trust of the team members.

**Introduces and Manages Change:** The technique of team building makes it easier for the managers to incorporate an organizational change by making the individuals familiar with the change and its necessity. It also helps in managing such change and its impact over the working and team's performance.

**Facilitates Delegation:** The managers find it more suitable to delegate the work to a team rather than an individual. Therefore, team building helps the managers to efficiently and adequately delegate the task to the team.

**Better Productivity:** If the team is wisely formed and all the team members work collaboratively to achieve the objectives, the productivity of all the individuals improve. Thus, increasing the productivity of the team and the organization.

### **Disadvantages of Team Building**

Team building is not an easy task. A high-performance team can fulfil the organizational objectives. However, an inefficient team can lead to wastage of time and resources of the organization.

Therefore, we can say that there are multiple adverse effects of team building too, which are as follows:



- **Develops Conflict:** Sometimes, the team lacks coordination and understanding among its members. This leads to conflict and clashes within the team and hence decreases the efficiency and productivity. A lot of time is wasted in such conflict management.



- **Unproductive or Freeride Team Members:** At times, some of the team members do not contribute much to team performance. Such individuals are considered to be freeriding team members. They prove to be inefficient and less productive for the team.
- **May Lead to Non-Cooperation:** Every individual is different from one another. The team members sometimes lack cooperation and unity. This non-cooperation among the team members leads to wastage of efforts and hinders the performance of the team as a whole.
- **Difficult to Evaluate Individual Performance:** Whatever the result or the outcome the organization gets by team building is the team's achievement or failure. Usually, the organization overlooks the contribution of each member individually while rewarding the efforts of the whole team.
- **Involves Cost:** Team building activities require time and money. Moreover, a lot of time, cost and resources are consumed in ensuring coordination, balance, feedback, decision making and conflict management within the teams formed.
- **Accountability and Credibility Issues:** In case of failure, it becomes difficult to find out the reason. The team members sometimes do take up the accountability of their work, holding the other members to be responsible for the unfavourable outcome.
- In case of success, the team members get busy in taking up the credit themselves, ignoring the efforts of the whole team together.

## CONFLICT MANAGEMENT :

Conflict management is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict. The aim of conflict management is to enhance learning and group outcomes, including effectiveness or performance in organizational setting. An expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources, and interference from the other party in achieving their goals . Conflict management involves acquiring skills related to conflict resolution, self- awareness about conflict modes, conflict communication skills, and establishing a structure for management of conflict in your environment. All members of every organization need to have ways of keeping conflict to a minimum – and of solving problems caused by conflict, before conflict becomes a major obstacle to your work

### Causes of conflict

- Misunderstanding
- Personality clashes
- Competition for resources
- Authority issues Lack of cooperation
- Differences over methods or style
- Low performance
- Value or goal differences

## CONFLICTS IN THE ORGANISATION :

**1.Personality clashes:** The 'personality mix' within a team can be upset when a new member of staff joins or if two colleagues suddenly fall out. Individuals may also respond to difficult or challenging situations in an unhelpful or unproductive way.

**2.Unrealistic needs and expectations:** Conflict at work can often be caused when employers ignore the needs of employees or set unrealistic expectations. For **example**, arranging hours that make it difficult for employees to carry out childcare responsibilities.

**3.Business values:** most people have very clear ideas about what they think is fair, and organization's procedures and policies must reflect this. **For example**, giving someone a fair hearing or explaining the reasoning behind a decision.

**4.Unresolved workplace issues:** For example, an employee might ask to be moved to another team because of their manager's 'aggressive' leadership style. However, the employee may have other reasons - they may blame their manager for a lack of training or career progression.

**5.Increase in workload :** workplace conflict is caused because people feel they are being pushed too hard and resentment sets in if they feel their workload is unmanageable.

## **CONFLICT RESOLUTION :**

**1.Accommodating :** The accommodating strategy essentially entails giving the opposing side what it wants. The use of accommodation often occurs when one of the parties wishes to keep the peace or perceives the issue as minor.

**For example,** a business that requires formal dress may institute a "casual Friday" policy as a low-stakes means of keeping the peace with the rank and file. Employees who use accommodation as a primary conflict management strategy, however, may keep track and develop resentment.

**2.Avoiding :** The avoidance strategy seeks to put off conflict indefinitely. By delaying or ignoring the conflict, the avoider hopes the problem resolves itself without a confrontation. Those who actively avoid conflict frequently have low esteem or hold a position of low power. In some circumstances, avoiding can serve as a profitable conflict management strategy, such as after the dismissal of a popular but unproductive employee. The hiring of a more productive replacement for the position soothes much of the conflict.

**3.Collaborating :** Collaboration works by integrating ideas set out by multiple people. The object is to find a creative solution acceptable to everyone. Collaboration, though useful, calls for a significant time commitment not appropriate to all conflicts.

**For example,** a business owner should work collaboratively with the manager to establish policies, but collaborative decision-making regarding office supplies wastes time better spent on other activities.

**4. Compromising :** The compromising strategy typically calls for both sides of a conflict to give up elements of their position in order to establish an acceptable, if not agreeable, solution. This strategy prevails most often in conflicts where the parties hold approximately equivalent power. Business owners frequently employ compromise during contract negotiations with other businesses when each party stands to lose something valuable, such as a customer or necessary service.

**4. Competing :** Competition operates as a zero-sum game, in which one side wins and other loses. Highly assertive personalities often fall back on competition as a conflict management strategy. The competitive strategy works best in a limited number of conflicts, such as emergency situations. In general, business owners benefit from holding the competitive strategy in reserve for crisis situations and decisions that generate ill-will, such as pay cuts or layoffs.