

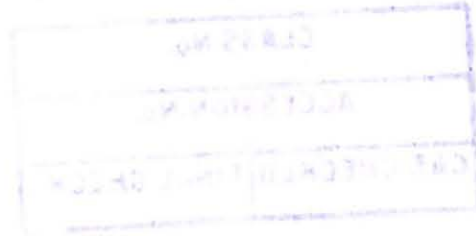
GHANA INSTITUTE OF JOURNALISM

CONFLICT MANAGEMENT IN ORGANIZATION: A STUDY OF SSNIT.

BY

DEBORAH APEDO

(MAPR16013)



**A DISSERTATION SUBMITTED TO THE GHANA INSTITUTE OF JOURNALISM IN
PARTIAL FULFILLMENT OF REQUIREMENTS FOR THE AWARD OF MASTERS
IN PUBLIC RELATIONS**

NOVEMBER, 2017

STUDENT'S DECLARATION

I hereby declare that this project work is the result of my own original research. No part has been presented for another degree in this institution or elsewhere. I am responsible for any shortcomings in it.

Deborah Apedo

(Student)

Signature 

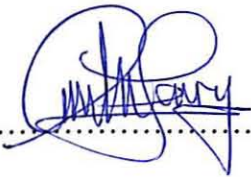
Date 10/11/17

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this project work were supervised by me in accordance with the guidelines on supervision of project work laid by the Ghana Institute of Journalism.

Mr. Henry Kojo Bonsu-Owu

(Supervisor)

Signature 

Date..... 10/11/17

ACKNOWLEDGEMENT

I wish to thank God Almighty for His mercies over my life. I also wish to acknowledge my supervisor, Mr. Henry Kojo Bonsu-Owu, whose patience and encouragement urged me on to complete the project work.

To my brother-in-law, Mr. Achinfo Mensah, his wife, Ellen and their children, Essaba and Effisima, I say thank you. They were such amazing family worth keeping, may God bless richly them.

DEDICATION

This work is dedicated to Essaba and Effisima for their care and support, and to the memory of my mum, Madam Grace Dossey, who passed on a love of reading and respect for education.

TABLE OF CONTENTS

| | |
|---|-----|
| STUDENT’S DECLARATION | i |
| SUPERVISOR’S DECLARATION | ii |
| ACKNOWLEDGEMENT | iii |
| DEDICATION..... | iv |
| LIST OF TABLES | x |
| LIST OF FIGURES | xi |
| ABSTRACT..... | xii |
| CHAPTER ONE | 1 |
| INTRODUCTION | 1 |
| 1.1 Background of the Study..... | 1 |
| 1.2 Statement of the Problem | 4 |
| 1.3 Objective of the Study..... | 6 |
| 1.4 Research Question..... | 7 |
| 1.5 Significance of the Study | 7 |
| 1.6 Scope and Limitation of the Study | 7 |
| 1.7 Organization of the Study | 8 |
| CHAPTER TWO | 9 |
| LITERATURE REVIEW | 9 |
| 2.0 Introduction | 9 |
| 2.1 Definition of Conflict..... | 9 |
| 2.2 Conflict as the multiplier of Humanitarian Problems | 11 |
| 2.3 Conflict and Cultural Diversity | 12 |
| 2.3.1 Individualism versus Collectivism | 12 |

| | | |
|--------|---|----|
| 2.3.2. | Power Distance | 12 |
| 2.3.3. | Uncertainty Avoidance | 13 |
| 2.3.4. | Masculine vs Feminine | 13 |
| 2.3.5. | Long Term vs Short-Term Orientation..... | 14 |
| 2.3.6 | Indulgence vs Restraint | 14 |
| 2.4. | Role of Conflicts in Organization | 14 |
| 2.4.1. | The Traditional view | 15 |
| 2.4.2. | The Human Relations View | 15 |
| 2.4.3. | The Interactionist View | 16 |
| 2.4.4. | The Behavioural View..... | 16 |
| 2.5. | Sources of Conflict..... | 17 |
| 2.5.1 | Structure..... | 17 |
| 2.5.2. | Communication | 19 |
| 2.5.3. | Personal Variables | 20 |
| 2.5.4 | Interpersonal | 21 |
| 2.5.5 | Organizational | 22 |
| 2.5.6 | Trend or Change | 22 |
| 2.5.7 | External Factors | 23 |
| 2.5.8 | Unrealized Expectations | 23 |
| 2.6. | Classification of Conflict | 26 |
| 2.6.1 | Internalized or Interpersonal Conflict..... | 26 |
| 2.6.2. | Organizational conflict | 31 |
| 2.6.3. | Institutionalized Conflict | 33 |
| 2.6.4. | Emergent Conflict..... | 34 |
| 2.7. | The Conflict Process | 36 |

| | | |
|----------------------------------|---|-----------|
| 2.7.1. | Creating Functional Outcomes | 40 |
| 2.8. | Conflict Handling Intention/Conflict Management Style | 41 |
| 2.8.1. | Competing | 43 |
| 2.8.2. | Collaborating | 44 |
| 2.8.3. | Avoiding | 45 |
| 2.8.4. | Accommodating..... | 45 |
| 2.8.5. | Compromising | 45 |
| 2.8.6. | Hierarchical Decision making | 46 |
| 2.8.7. | Appeal Procedure | 46 |
| 2.8.8. | System Restructuring..... | 46 |
| 2.8.9. | Altering Human Variables..... | 47 |
| 2.8.10. | Problem Solving | 47 |
| 2.8.11. | Bargaining | 48 |
| 2.9. | Third Party Intervention..... | 49 |
| 2.9.1. | Alternative Dispute Resolution (ADR) | 50 |
| 2.10 | Potential Drawbacks of Conflict Resolution..... | 52 |
| 2.11 | Conclusion..... | 53 |
| CHAPTER THREE | | 54 |
| RESEARCH METHODOLOGY..... | | 54 |
| 3.1 | Introduction | 54 |
| 3.2 | Research Design..... | 54 |
| 3.3 | Research Population..... | 55 |
| 3.4 | Sample Size and Sampling Technique | 55 |
| 3.5 | Data Instruments | 56 |
| 3.6 | Data Collection Procedure | 57 |

| | | |
|--|--|----|
| 3.7 | Data Analysis and Presentation..... | 57 |
| CHAPTER FOUR..... | | 58 |
| DATA ANALYSIS AND INTERPRETATION..... | | 58 |
| 4.0 | Introduction | 58 |
| 4.1. | Background information | 58 |
| 4.1.1 | Gender distribution of respondents..... | 58 |
| 4.1.2 | Category of Staff | 59 |
| 4.2 | Causes of conflict in the organization..... | 61 |
| 4.2.2 | Causes of conflict | 62 |
| 4.2.3 | Levels of conflict in the organization..... | 63 |
| 4.2.5 | What is the frequency of employee complaints in your organization? | 64 |
| 4.2.6 | What is the possible outcome of organizational conflict?..... | 65 |
| 4.3 | Conflict resolution and organizational performance..... | 66 |
| 4.3.1 | What are the conflict resolution strategies used by the organization | 66 |
| 4.3.2 | Are the conflict resolution strategies used effective?..... | 67 |
| 4.3.4 | Does conflict resolution affect the organizational performance?..... | 67 |
| 4.3.5 | Area of organizational performance | 68 |
| 4.3.5 | Does organization have a conflict management policy? | 69 |
| CHAPTER FIVE | | 71 |
| SUMMARY OF FINDINGS, RECOMMENDATION AND CONCLUSION | | 71 |
| 5.0 | Introduction | 71 |
| 5.1 | Summary of findings..... | 71 |
| 5.2 | Recommendation..... | 72 |
| 5.3 | Conclusion..... | 73 |
| REFERNCE | | 74 |

LIST OF TABLES

| | |
|--|----|
| Table 1: Gender..... | 58 |
| Table 2: Department in the Organization..... | 59 |
| Table 3: Level of education | 61 |
| Table 4: Causes of conflict in the organization | 61 |
| Table 5: What is the frequency of employee complaints in your organization? | 64 |
| Table 6: What are the conflict resolution strategies used by the organisation..... | 66 |
| Table 7: Area of organizational performance | 68 |

LIST OF FIGURES

| | |
|--|----|
| Figure 1: Category of Staff | 59 |
| Figure 2: Length of Service | 60 |
| Figure 3: Causes of conflict | 62 |
| Figure 4: Management ever denied an aggrieved employee of the organization | 64 |
| Figure 5: What is the possible outcome of organizational conflict?..... | 65 |
| Figure 6: Conflict resolution strategies..... | 67 |
| Figure 7: Effect of conflict resolution on organizational performance..... | 67 |
| Figure 8: Does organization have a conflict management policy? | 69 |
| Figure 9: Can organizational conflict could be resolved? | 69 |

ABSTRACT

The purpose of this study is to first recognize the various sources of conflict in SSNIT (as service providers) in Ghana and how it emanates, the effect it has on the input of workers in such an industry. Secondly is to identify the best ways in minimizing the conflict in the financial institutions. Choosing SSNIT as case study, the study revealed that, in most cases the employees are aware of conflict management policy in the organization. Two main sources of data were used for the research: primary data and secondary data. Questionnaires were used in the collection of the primary data. Secondary data from Journals, brochures, policies and the website of the selected Institution were used. The population was the employees of SSNIT Ghana. The data was analyzed with the aid Excel and presented using frequency percentages and tables with explanations. The findings revealed that conflict in organizations are normally caused by: different attitudes, values or perceptions, disagreements about needs, goals, priorities and interests, poor communication, poor or inadequate organizational structure, lack of teamwork, lack of clarity in roles and responsibilities.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

It is generally understood that whenever people come into contact with others, countless disagreements may arise. In most cases, it is the way in which people decide to respond to those disagreements that would determine whether a conflict situation might result, or not. Conflict is a serious problem in any organization (Edward et al, 2011). In most cases, it wastes precious human resources that are supposed to be directed to other activities in the work place (Schramm, 1992). However, unresolved conflict can result in feelings of dissatisfaction, unhappiness, hopelessness, depression, and other emotions. It can result in behaviors such as physical or emotional withdrawal, resignation from jobs, dissolution of personal relations, aggression, and even violence. Identifying conflicts in the workplace and managing it can be highly beneficial not only to the individuals but to the entire organization (Azamosa, 2004).

Today's organizational life is branded by the interaction between conflict and collaboration. Groups are formed when people come together with some common goals. Depending on how they approach the goal, conflict collaboration takes place. The dynamics of conflict and goal sharing have significant implications for human resource. However, organizational conflict has been defined from several standpoints literature. Despite the divergent meanings the term has acquired several common themes. In one approach, it relates to tension and is defined as an expression of hostility, negative attitude, antagonism, misunderstanding, aggression, rivalry, and stereotypes (Beardwell, 2001).

Edward et al. (2011), explained that conflict must be perceived by the parties to it, whether or not conflict is an issue of perception. If no one is aware of conflict then it is generally agreed that no conflict exist. Conflict is thus defined as a process that begins when one party perceives that another party has negatively affected or is about to affect something that the former cares about. Conflict is also considered a special kind of competition and as a breakdown, delay and difficulty in the decision-making process. Emphasis has also been put on conflict that arises between leaders and their followers, and between formal and informal leaders. In general, conflict has been defined as a process in which an individual purposefully makes a concerted effort to offset the effort of another individual by some form of blockage that causes frustration to the latter in accomplishing his goal or furtherance of his interests (Beardwell, 2001).

Organizations today are made up of individuals from divergent backgrounds that process divergent views, attitudes and perception.

It is important to state however, thus, these differences, although lead to conflict, also serve as a means of assessing new and divergent ideas and procedures in order to come out with the best practices. In the absence of such differences and divergent views the status quo in organization, which may not be the best, may never be challenged or finalized, these decisions are agreed upon by the team and ensures that all team members work together to achieve the goal.

Conflicts are bound to occur in organizations considering the diverse personalities involved. It is therefore very important for management and employees of organizations to manage these conflicts so as not to affect individual and organizational performance.

While no single definition of conflict exists, most definitions seem to involve the following factors: that there are at least two independent groups, the groups perceive some incompatibility between themselves, and the groups interact with each other in some way (Moorhead, 1992). Two definitions for example are, "process in which one party perceives that its interests are being opposed or negatively affected by another party" (Buchman, 2007), and the interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities (Rahim, 1992, p. 16).

Workplace conflict is a specific type of conflict that occurs in workplaces. The conflicts that arise in workplaces may be shaped by the unique aspects of this environment, including the long hours many people spend at their workplace, the hierarchical structure of the organization, and the difficulties (e.g. financial consequences) that may be involved in switching to a different workplace. In this respect, workplaces share much in common with schools, especially pre-college educational institutions in which students are less autonomous.

A conflict exists when two people wish to carry out acts which are mutually inconsistent. They may both want to do the same thing, such as eat the same apple, or they may want to do different things where the different things are mutually incompatible, such as when they both want to stay together but one wants to go to the cinema and the other to stay at home. A conflict is resolved when some mutually compatible set of actions is worked out. The definition of conflict can be extended from individuals to groups (such as states or nations), and more than two parties can be involved in the conflict. The principles remain the same.(Schramm, 2002)

1.2 Statement of the Problem

There is conflict over the role of conflict in organizational behaviour and performance. Traditionally, conflict is synonymous with violence, destruction and irrationality. This school of thought argues that conflicts must be avoided, that it indicates a malfunctioning within the group. Research has proven that the traditional view of conflict was consistent with attitudes that prevailed about group behaviour in the 1930s and 1940s. Conflict was seen to give rise to dysfunctional consequences resulting from poor communication. Lack of trust and openness and managerial insensitivity. The view that all conflict is bad offers a simple approach to looking at the behaviour of people who create it. Because all conflict is to be avoided, all we need is to direct our attention to the cause of conflict and correct these malfunctioning to improve team and organizational performance (Robbins, 2001).

The human relations school of thought also referred to as behavioural viewpoint argues that conflict is a natural and inevitable process in organizational behaviour. This view proposes the acceptance of conflict. It is argued that conflict is a symptom of effective behaviour, there is therefore the need to resolve conflicts constructively without eliminating the factors that cause them. This implies that this school of thought believes that organizations can never be made up of people with the same behaviour and beliefs. These differences stimulate the rise of new ideas, processes, and innovation and also may lead to productive results. Conflicts should therefore be handled with the intention of creating an understanding between the opposing parties but not eliminating the difference in behaviour and concepts which lead to these conflicts since that could lead to a stagnant and less innovative team.

The third school of thought, the interactional view, encourages conflict on the grounds that harmonious, peaceful, tranquil, and cooperative group is prone to becoming static, apathetic

and non-responsive to the need for change and innovation. The major contribution of the integrationist view, therefore, is encouraging group leaders to maintain an ongoing minimum level of conflict enough to keep the group viable, self-critical and creative. Although research studies now provide strong evidence to dispute that the traditional approach to conflict reduction results in high group performance, many of us still evaluate conflict situations using the traditional approach (standard).

The existence of conflict in organizations has both negative and positive impact depending on the approach used in managing it. Most organizations however overlook conflict management, treating it as normal part of organizational behaviour which needs not to be managed. Most organizations scarcely make conscious effort to put in place conflict management policies and procedures and educate employees on such policies as compared to the attention given to other organizational policies.

The establishment and continuous existence of organization through the realization of set goals and objectives requires the continuous and effective functioning of its material input with the human element being indispensable. However, the human elements required to facilitate goals attainment often engage in disagreement and variance over factors such as interest, views, style of management among others. The reactionary effect is due to the perceived incompatibilities resulting typically from some form of interference or opposition is termed conflict. Moorhead (1992) observed that conflicts involve the total range of behaviours and attitudes that is in opposition between owners/managers on the one hand and working people on the other. It is a state of disagreement over issues of substance or emotional antagonism and may arise due to anger, mistrust or personality clashes. Irrespective of the factors resulting in conflict, it has

been observed that industrial conflicts produce considerable effects on organizations and should be consciously managed as much as possible.

For people to progress at work and other aspect of life, there must be cooperation which is essential to ensure task attainment and stability in life. However, it would be wrong to reach the conclusion that cooperation is good while conflict is bad, this is because both concepts are pervasive and co-exist in our social life. Conflict is inevitable, given the wide range of goals for the different stakeholder in the organization and its absence signifies management emphasizes conformity and stifles innovation. Rahim (2001) opined that conflict may be interpersonal or inter group with interpersonal conflicts occurring between a supervisor and his subordinate or between two individuals at the same level of the organizational hierarchy. Inter group conflicts often occur between two trade unions, between two departments or between management and workers while attempting to implement the policies and programme of the organization.

A good knowledge on the various conflict management procedures and their impact on the organization are key to the development and performance of organizations. For this reason, the researcher seeks to assess employees and employers knowledge and perceptions of conflict management strategies within corporate institutions.

1.3 Objective of the Study

The general objective of this study is to assess employees and employers knowledge and perceptions of conflict management strategies. Specifically, the study aims at achieving the following objectives

- i. Identify the conflict management policies and procedures of SSNIT

- ii. Evaluate the level of effectiveness of the most common processes employed in conflict management in the organisation.
- iii. Examine the effect of conflict on employee performance.

1.4 Research Question

The research seeks to address the following questions:

- i. What are the conflict management policies and procedures existing in the organization?
- ii. What is the level of effectiveness of the most common conflict management procedure at SSNIT Ghana?
- iii. What is the effect of conflict on employee performance in SSNIT Ghana?

1.5 Significance of the Study

The study would help managers appreciate the significant role of conflict management in employee and company performance. The findings will add to the wealth of knowledge on the subject. Again, it will help SSNIT management identify the challenges in the type of conflict management system they have chosen and adopt appropriate strategies to address them. It will also serve as a useful source of reference to students and researchers who will in future undertake studies on conflict management.

1.6 Scope and Limitation of the Study

A research of this magnitude is very broad and it is not possible in this study to cover all the aspects of and components/elements involved. The scope is limited to SSNIT Ghana's Korle Bu branch.

1.7 Organization of the Study

Chapter one comprises of the introduction, background to the study, the statement of the problem, the research objectives, research questions, and significance of the study, methodology, definition of terms and concepts; and the scope and limitations of the study. Chapter two is dedicated to the review of relevant literature on the subject. A careful examination was made into published works, internet websites, magazines, journals, company manuals, and correspondence that deal with the subject of conflict management in all its perspectives. Chapter three may focus mainly on the background and profile of the company and conflict management system employed. The chapter also provide detailed information on the methodology of the study. Chapter four may be devoted mainly to the analysis of collected data, and the interpretation of it. Chapter five may state the summary, conclusions and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter focuses on the concepts of conflict management, conflict and globalization, conflict as the multiplier of humanitarian problems, role of conflicts in organizations, and sources and classification of conflict.

2.1 Definition of Conflict

Conflict is defined as an incompatibility of goals or values between two or more parties in a relationship, combined with attempts to control each other and antagonistic feelings toward each other (Fisher, 1990).

A conflict is the result of opposing interests involving scarce resources, goal divergence and frustration. Conflicts may occur anywhere two or more people interact with each other. Conflicts can be seen as the process in which people with incompatible goals struggle. Conflicts can either be a destructive force in the organization or a force for good when it is used for renewal and creativity. Conflict has been defined from several common themes under the most definitions. In one approach it has been related to tension and defined as an expression of hostility, negative attitude, antagonism, misunderstanding, aggression, rivalry and stereotypes. In political science and economics, it has been associated with situations embodying contradictory or irreconcilable interests between two opposing groups. Conflict is also considered a special kind of competition and as a breakdown, delay and difficulty in the decision making process. Several attempts have also been made to link conflicts with the struggle for power as well as with contradictory goals and roles, or frustration.

Robbin et al. (2001) defined conflict as a process that begins when one party perceives that another party has negatively affected, or is about to negatively affect something that the first party cares about. The definition by Robbin et.al (2001) is purposefully broad .It describes that point in any ongoing activity when an interaction crosses over to become an interparty conflict. It encompasses the wide range of conflict that people experience in organizations; incompatibility of goals, differences over interpretations of facts, disagreements based on behavioural expectations etc. The definition is also flexible enough to cover the full range of conflict levels from overt and violent acts to subtle form of disagreement.

A common theme running through the definitions for Robbin et al. (2007) is that conflict must be perceived by the parties to it, whether or not conflict exists is a matter of perception. Thus, if no one is aware of a conflict, then it is generally agreed that no conflict exist. Additional commonalities in the definitions are the elements of opposition or incompatibility and some form of interaction.

Cole (2002), explains conflict as a condition that arises when the perceived interests of an individual or group clashes with those of another in a way that strong emotions arise and compromise is not seen as an option by both sides. He explains that conflict when managed effectively can lead to organizational growth but when mishandled can give rise to counterproductive behaviours in which both parties end up losing.

From the various definitions it can be seen that the commonality in relation to opposition, incompatibility and interaction runs through all the definitions. Thus, for conflict to occur there must be some form of interaction, incompatibility of ideas or interest resulting in opposition.

Every organization encounters conflicts on a daily basis. The conflicts cannot be avoided, but it is possible to manage them in a way when one recognizes them on time. It is necessary to continuously track the organizational signals which point to their existence. If one does not react duly, this can lead to the situation in which the conflict itself manages the organization. One of the more important determinants of productivity, efficiency and performance, and finally job contentment is conflict as an independent variable of organizational behaviour.

Conflict means different things to different people. For some, a definition of conflict involves fighting, war, and trade embargos and so on. For others, it may be a difference in opinion, perspective or personality. One party may feel they are in a conflict situation, when the other party feels that they are just discussing opposing views. A lot depends on our personal "take" of the situation.

2.2. Conflict as the multiplier of Humanitarian Problems

Conflict is the most dramatic multiplier of all humanitarian problems, whether disease, hunger, homelessness, displacement or lack of education. It is in relation to, and in the aftermath of, conflicts that all these problems grow and become more dramatic. If the world could master the process of conflict prevention and resolution, many humanitarian problems would fade away naturally or would never occur. The area where a more important and positive business role would have the greatest impact is therefore in relation to conflict prevention and transformation and in post-conflict reconstruction. (Lynne Rienner: Boulder, Colo., 2003).

2.3 Conflict and Cultural Diversity

In the face of globalisation, many organisations are made up of employees with different cultures, the different cultures representing vast differences among individuals, thereby increasing the potential for conflict.

Hofstede (1995), identified five dimensions along which cultural diversity emerges. These dimensions are individualism or collectivism, power distance, uncertainty avoidance, masculinity or femininity and long and short-term orientation.

2.3.1. Individualism versus Collectivism

In individualist cultures, people are expected to develop and display their individual personalities and to choose their own affiliations. In collectivist cultures, people are defined and act mostly as members of a long-term group, such as the family, a religious group, an age cohort, a town, or a profession, among others. In individualist cultures, people believe that their interests take priority over society's interests. In contrast, collectivism aims at putting the interest of the group first. Hofstede, asserts that research shows the US has a highly individualistic culture, while the Japanese culture focuses on collectivism. These dimensions of cultural differences strongly influence conflict management behaviour. People from collectivist cultures are likely to be more cooperative in handling conflict while individualistic cultures tend to be more assertive.

2.3.2. Power Distance

How much the less powerful members of institutions and organisations expect and accept that power is distributed unequally. In cultures with small power distance (e.g. Australia, Austria, Denmark, Ireland, Israel, New Zealand), people expect and accept power relations that are

more as equals regardless of formal positions. Subordinates are more comfortable with and demand the right to contribute to and question the decisions of those in power. In cultures with large power distance (e.g. Malaysia and Brasil), the less powerful accept power relations that are autocratic or paternalistic. Subordinates acknowledge the power of others based on their formal hierarchical positions. Thus cultures with high power distance accept the levels of power in organisations. Such cultures accept that organizations are made of hierarchies which need to be respected. Low power distance cultures do not readily accept such hierarchies and authorities. The potential for conflict arises when individuals from low power distance are being managed by those from high power distance cultures.

2.3.3. Uncertainty Avoidance

Some cultures are risk averse, while others are not. A US organization operating in Israel may have problems introducing new technology. This is because US culture happens to tolerate high levels of uncertainty while Israeli culture does not. Expatriate workers in the organization may be willing to take the risk of introducing new technology, whereas, employees from the host country may have difficulty accepting such changes.

2.3.4. Masculine vs Feminine

This dimension indicates the extent to which dominant values in society tend to be assertive and look more interested in things than in concern for people and the quality of life. Masculinity is the opposite of femininity; together, they form one of the dimensions of national cultures. Masculine cultures tend to be ambitious and desirous of excellence. Members of these cultures have a tendency to polarize and consider big and fast to be beautiful. In workplaces, employees emphasize their work to a great extent (live in order to work) and they admire achievers who accomplish their tasks. Feminine cultures consider quality of life and helping others to be very

important. Working is basically to earn money which is necessary for living. In business, as well as in private life, they strive for consensus and develop sympathy for people who are in trouble.

2.3.5. Long Term vs Short-Term Orientation

In long-term oriented societies, people value actions and attitudes that affect the future; persistence /perseverance, thrift, and shame. In short term oriented society's people value actions and attitudes that are affected by the past or the present normative statements, immediate stability, protecting one's own face, respect for tradition, and reciprocation of greetings, favours and gifts.

2.3.6 Indulgence vs Restraint

Indulgence has to do with the extent to which a society allows relatively free gratification of basic and natural human desires related to enjoying life and having fun. Restraint stands for a society that suppresses gratification of those needs and regulates it using social norms. These culture differences describe averages or tendencies and not characteristics of individuals. A Japanese person for example can have a very low "uncertainty avoidance" compared to a Filipino person even though their "national" cultures point strongly in a different direction. Consequently, a country's scores should not be interpreted as deterministic.

2.4. Role of Conflicts in Organization

A number of theories have being developed to explain the role of conflict in organizations.

Robbins et al. (2007) classified these theories into:

- The traditional view
- The human relations view

- The interactionist view

Dwivedi (2001) categorizes the views into:

- The traditional view
- The behavioural view

2.4.1. The Traditional view

This early approach to conflict assumes that every conflict was bad. Conflict was viewed negatively, and it was used synonymously with terms such as violence, destruction and irrationality to reinforce its negative connotation. Conflict, by definition, according to the traditional view, was harmful and was to be avoided. Conflict was seen as a dysfunctional outcome which results from poor communication, lack of openness and trust between people, and failure of managers to be responsive to the needs and aspirations of their employees.

The traditional view of conflict offers a simple approach to looking at the behaviour of people who create conflict. Because conflict is bad and needs to be avoided, it is imperative to direct to direct our focus to the causes of conflict and correct these malfunctions to improve group performance.

2.4.2. The Human Relations View

The human relations view argues that conflict is a natural occurrence in all groups and organizations. Because conflict is inevitable, the human relations school of thought advocates acceptance of conflict. This view rationalizes the existence of conflict stating that it cannot be eliminated and there are even times when conflict may benefit a group's performance. The human relations view dominated conflict theory from the late 1940s through the mid-1970s.

2.4.3. The Interactionist View

While the human relations view accepts conflicts, the interactionist view encourages conflict on the grounds that a harmonious, peaceful, tranquil, and cooperative group is prone to becoming static, apathetic, and non-responsive to the needs for change and innovation. The interactionist view encourages group leaders to maintain an ongoing minimum level of conflict that is enough to keep the group viable, self-critical and creative.

This view does not propose that all conflicts are good. Rather, it proposes that some conflicts support the goals of the group and improve its performance; these are functional and constructive forms of conflict. In addition, there are conflicts that hinder group performance; these are dysfunctional or destructive forms of conflict.

2.4.4. The Behavioural View

Dwivedi's (2001) behavioural view of conflict combines the human relations view and the interactionist view. This viewpoint asserts that conflict is a natural and inevitable process in organizational behaviour and has both functional and dysfunctional consequences. It is argued that conflict is a symptom of effective behaviour and forms a pre-requisite to change and innovation. There is a need to resolve conflicts constructively without eliminating the factors that cause them. Differences and tensions involved in conflicts may also lead to productive results. Research on small groups reveals that they perform more effectively in the presence of dissenters rather than without them. Thus organizations which deliberately encourage innovation by stimulating diversity and differences among people, engage in imaginative tasks and have the highest score in creativity. This stimulation is intended to shake people out of their easy ruts and enable them to think anew to evolve new frameworks, make new assumptions and generate new viewpoints for innovative problem solving purposes.

The behavioural view point does not assert that all conflicts are desirable. In addition to functional and constructive conflicts, there are also dysfunctional or destructive conflicts. According to this school of thought the distinction between the two is not clear. The level and type of conflict, which is in one group, may be quite dysfunctional in another group or in the same group at different times.

2.5. Sources of Conflict

Whatever be the character of conflict, it arises in the presence of certain conditions. Robbins classifies these conditions or sources of conflict into three: Communication, Structure and Personal Variables. And also early reviews in the field of conflict resolution identified a large number of schemes for describing sources or types of conflict. One of the early theorists on conflict, Daniel Katz (1965), created a typology that distinguishes three main sources of conflict: economic, value, and power.

2.5.1 Structure

The term structure is used in this context to include degree of specialization in tasks assigned to groups, size, jurisdictional ambiguity, member goal clarity, leadership styles, reward systems, and degree of dependence between groups (Robbins et al, 2007).

Dwivedi, (2001) discusses conflict along the same line stating that research indicates that specialization act as forces to stimulate conflict. The larger the group and the more specialised its activities, the greater the likelihood of conflict. Specialisation sometimes stimulates conflict when jobs are highly specialized, employees becomes experts at certain task. Highly specialized jobs can lead to conflict because team members seem to lack knowledge on the processes that goes into other roles.

The greater the ambiguity in precisely defining where responsibility for action lies, the greater the potential for conflict to emerge. When there is ambiguity as to who does what in an organization, individuals usually disclaim responsibility especially when issues arise. Such jurisdictional ambiguities increase intergroup fighting.

Mullins, (2008) indicates that organizational structural variables such as levels of organization, division of work, span of control, chain of command, are issues that can create conflict if not clearly defined. He indicates that good organization structure does not by itself produce good performance; however, poor organization structure makes good performance impossible and breeds the ground for conflict. Groups within the organisations have diverse goals. For instance, on the issue of supply, Management is concerned with timely acquisition of inputs at low prices, Marketing's goal concentrates on disposing of outputs and increasing revenue, Quality control focuses on improving quality and ensuring that the organization's products meet standards, and Production Unit seeks efficiency of operations by maintaining a steady production flow.

This diversity of goals among groups is a major source of conflict. When groups within an organization seek diverse ends some of which are at odds, there are increased opportunities for conflict. A classic example in the banking sector is the conflict that usually arises between the branch operations and the customer service unit. The latter feels that branch procedures sometimes make things difficult for customers while branch operations feels that it processes are necessary to ensure smooth operation of the branch.

Robins (2005) states that there is some indication that the close style leadership tight autocratic and continuous observation with general control of others' behaviours increases conflict. It

must be noted that some employees resent authority and this creates conflict. Reward systems too have been found by Dwivedi, (2001) to create conflict when one members gain is at another's expense or when only sections of a team are rewards certain achievements.

Scarce Resource: too often employees feel they have to compete for available resources in order to do their job. In a resource environment, this causes conflicts despite awareness of how scarce resources may be.

Finally if a group is dependent on another group conflict sometimes arises due to inability to work well together. This is evidence in the conflict that arises between bank branches and cheque book deliveries are delayed.

2.5.2. Communication

Opposing forces that arise from semantic difficulties, misunderstandings, and noise in the communication channel are all barriers of communication and potential antecedent conditions to conflict. Evidence demonstrates that semantic difficulties arise as a result of differences in training, selective perception, and inadequate information about others. According to Robbins (2005), the potential for conflict increases when either too little or too much communication takes place. Apparently, an increase in communication is functional to a point, after which it is possible for information overload, with a resultant increase in potential for conflict. Thus, too much information as well as too little information can lay the foundation for conflict.

Dwivedi, (2001), states that the filtering process of communication increases the potential for conflict in organisation. Mullins, (2008) also suggests that a poor understanding and

interpretation of verbal and non-verbal, but most importantly non-verbal communication, can be a regular source of misunderstandings and conflict in organizations.

Buelens et al. (2006), explains that the various barriers of communication can be a source of conflict in organizations. They classify these barriers into process, personal, physical, and semantic barriers. According to Buelens et al. (2006), the communication and listening style chosen by individuals can also increase the potential for conflict in the organizations. They classify communication styles into assertiveness, aggressiveness and non-assertiveness. Listening styles are classified into reasons style and process style.

Often team members usually have conflict with supervisors and colleagues who exhibit aggressiveness in communication and employ the results style listening approach.

2.5.3. Personal Variables

The last category of Robbins sources of conflict is personal variables, which includes personality, emotions, values and ethics, perception. There are instances where people meet others for the first time and cultivate instant dislike for them. Working with such individuals is a potential for conflict. Evidence indicates that certain personality types for example, individuals who are highly authoritarian, abrasive, perfectionist and dogmatic, lead to potential conflict.

Mullins (2008) stipulates that the uniqueness of individual emotions and personality can also cause conflict. Certain individuals find it difficult to separate their personal emotions from work and this sometimes leads to conflict and strain between employees. For example, an

employee who shows up at work irate and irritable for personal reasons may carry his/her anger and irritability to work and onto colleagues which may lead to tension and conflict.

In the same vein, Buelens (2006), indicates that differences in values can be used to explain diverse issues such as prejudice, disagreements over ones contribution to a group. Any workplace is made up of individuals who see the world differently. Conflict occurs when there is a lack of acceptance and understanding of these differences. It is also important to note that culture can be a source of differing values which create the potential for conflict. Thus, according to Dwivedi, (2001) these differences in value systems form a source of conflict on account of involvement of prejudices and disagreements associated with them.

Blaine Donais in his book *Workplaces That Work: A Guide to Conflict Management in Union and Non-Union Work Environment* categorizes the sources of workplace conflict into interpersonal, organisational, change related and external factors.

2.5.4 Interpersonal

According to Peter Felix Kellermann (1996) an interpersonal conflict may be simply described as a clash between two individuals who are unwilling or unable to fulfill the expectations of each other. Interpersonal conflict is the most apparent form of conflict for workplace participants. It is easy enough to observe the results of office politics, gossip, and rumors. Also language and personality styles often clash, creating a great deal of conflict in the workplace. In many workplace there are strong ethno-cultural and racial sources of conflict as well as gender conflict. This may lead to charges of harassment and discrimination or at least the feeling that such things exist. People often bring their stresses from home into the office leading to further conflict. An additional source of workplace conflict can be found in varying ideas

about personal success. The strong drive for work related achievement in some participants can clash with participants who do not emphasize work-related success in their lives.

2.5.5 Organizational

There are a number of organisational sources of conflict. Those relating to hierarchy and the inability to resolve conflicting interests are quite predominant in most workplaces. Labour/management and supervisor or employee tensions are heightened by power differences. Differences in supervisory styles between departments can be cause of conflict. Also there can be work style clashes, seniority or juniority and pay equity conflict. Conflict can arise over resource allocation, the distribution of duties, workload and benefits, different levels of tolerance for risk taking, and varying views on accountability. In addition, conflict can arise where there are perceived or actual differences in treatment between departments or groups of employees.

2.5.6 Trend or Change

The modern workplace has significant levels of stress and conflict related to change management and downsizing. Technological change can cause conflict, as can changing work methodologies. Many workplaces suffer from constant reorganisation, leading to further stress and conflict. In line with reorganisation, many public and non-profit organisations suffer from downloading of responsibilities from other organisations.

Workplace analysts should review the history of the particular organisation, reaching back as far as 10 years to determine the level of change that has taken place. Generally speaking, the more change and the more recent the change, the more likely there will be significant conflict.

2.5.7 External Factors

External factors can also lead to conflict in the workplace. Economic pressures are caused by recession, changing markets, domestic and foreign competition, and the effects of Free Trade between countries. Conflict arises with clients and suppliers effecting customer service and delivery of goods. Also public and non-profit workplaces in particular can face political pressures and demands from special interest groups. A change in government can have a tremendous impact, especially on public and non-profit organisations. Funding levels for workplaces dependent upon government funding can change dramatically. Public ideologies can have an impact on the way employees are treated and viewed in such organisations.

2.5.8 Unrealized Expectations

It has been assumed that unrealized expectations are a source of conflict. Expectations among the deprived are increasing faster than visible improvements, giving rise to unfavourable attitudes and unrealized expectations. When unprivileged persons are not only deprived of fulfilling their expectations but also not allowed to participate in decisions regarding the implementation of their rights, unfavourable reactions are magnified. Conflict is also caused by changes resulting in tension, anxiety and resistance. Naturally most people are initially resistant to most forms of change in the status quo.

Research is important for progress; however, it gives rise to conflict on account of changes that may be introduced based on its findings. Changes in organisations in the light of research findings give rise to intra and interdepartmental conflicts.

Finally Likert and Likert assert that technology causes conflict by increasing per capital income and making available resources and time to people. When people struggle hard for their

survival, they are least interested in participation and allied legitimized rights. However, when they have time and resources, they tend to press for their rights and participation.

Conflict arises from differences. When individuals come together in work teams their differences in terms of power, values and attitudes, and social factors all contribute to the creation of conflict. It is often difficult to expose the sources of conflict. Conflict can arise from numerous sources within a team setting. As more and more organisations restructure to work teams the need for training in conflict resolution will continue to grow. It is absolutely necessary for team members and managers to identify the sources of conflict in their team and manage them effectively to lead to new ideas and approaches to organisational processes and increased interest in dealing with problems.

Economic conflict involves competing motives to attain scarce resources. Each party wants to get the most that it can, and the behavior and emotions of each party are directed toward maximizing its gain. Union and management conflict often has as one of its sources the incompatible goals of how to slice up the “economic pie”.

Value conflict involves incompatibility in ways of life, ideologies – the preferences, principles and practices that people believe in. International conflict (e.g., the Cold War) often has a strong value component, wherein each side asserts the rightness and superiority of its way of life and its political-economic system.

Power conflict occurs when each party wishes to maintain or maximize the amount of influence that it exerts in the relationship and the social setting. It is impossible for one party to be stronger without the other being weaker, at least in terms of direct influence over each

other. Thus, a power struggle ensues which usually ends in a victory and defeat, or in a “stand-off” with a continuing state of tension. Power conflicts can occur between individuals, between groups or between nations, whenever one or both parties choose to take a power approach to the relationship. Power also enters into all conflict since the parties are attempting to control each other.

According to the Human Resource department of University of Oklahoma in USA the following can also be considered as sources of conflicts at workplace.

Poor communication. Different communication styles can lead to misunderstandings between employees or between employee and manager. Lack of communication drives conflict ‘underground’.

Different Values. Any workplace is made up of individuals who see the world differently. Conflict occurs when there is a lack of acceptance and understanding of these differences.

Differing Interests. Conflict occurs when individual workers ‘fight’ for their personal goals, ignoring organizational goals and organizational well-being.

Scarce Resources. Too often, employees feel they have to compete for available resources in order to do their job. In a resource scarce environment, this causes conflicts – despite awareness of how scarce resources may be.

Personality Clashes

All work environments are made up of differing personalities. Unless colleagues understand and accept each other's approach to work and problem-solving, conflict will occur.

Poor Performance. When one or more individuals within a work unit are not performing not working up to potential and this is not addressed, conflict is inevitable.

2.6. Classification of Conflict

Conflict can occur at a number of levels of human functioning. Conflict in your head between opposing motives or ideas is shown by your "internal dialogue" and is at the intrapersonal level. Beyond that, the primary concern here is with social conflict, i.e., conflict between people whether they are acting as individuals, as members of groups, or as representatives of organizations or nations.

Dwivedi (2001) classifies conflict into two general categories, i.e. internalized or intrapersonal and organisational depending on the contexts it exists in. Internalized or interpersonal conflict occurs within and individual. Organizational conflict occurs in organizational settings and embodies institutionalized and emergent conflict.

2.6.1 Internalized or Interpersonal Conflict

Internalized conflicts can be further classified as frustration, role conflict and goal conflict. Frustration seems to stem from blockages in attainment of goals. Role conflict arises from the conflicting and ambiguous role demand on the individual. Goal conflict is caused by the exclusion of possibility of attaining one goal with the attainment of another goal.

Frustration: Frustration occurs when an individual is blocked from attaining a goal because of certain barriers. For example, an individual may have the urge to perform a role outstandingly. However, because of his inadequate abilities, his performance is just average constantly. He may attempt to improve his abilities in many ways. If he still fails despite his best efforts, frustration results. Frustration is marked by behaviour without a goal.

In an attempt to attack the barrier physically or symbolically, he may direct his frustration either to the appraisal system or appraiser. Thus, at the aggression stage in frustration, the individual attempts to injure either the object that is acting as barrier or the cause of conflict. If it turns out its impossible for him to damage the barrier, he may focus his aggression at some innocent object. This maladjusted behaviour is called displaced aggression. A frustrated employee may get temporary relief from his frustration by losing his temper on colleagues, friends or family members. This however does not form an effective behaviour. This may lead to regression and he may tend to lower the quality of his work or resort to sabotage. This may be followed by continuous repetition of unproductive behaviour called fixation. Frustration if not checked can lead an individual to leave his job altogether. The symptoms of frustration occur in a mixed form and it is sometimes difficult to neatly differentiate them.

Role Conflict: Role conflict involves very real differences in role definitions, expectations or responsibilities between individuals who are interdependent in a social system. If there are ambiguities in role definitions in an organization or unclear boundaries of responsibilities, then the stage is set for interpersonal friction between the persons involved. Unfortunately, the conflict is often misdiagnosed as interpersonal conflict rather than role conflict, and resolution is then complicated and misdirected. The emotional intensity is often quite high in role conflict

since people are directly involved as individuals and there is a strong tendency to personalize the conflict (Fisher, 1990).

Role conflict has been defined as the simultaneous occurrence of two or more role sending's such that compliance with one would make it difficult to comply with the other. In extreme cases compliance with one expectation makes it completely impossible to comply with the other. Role conflict is a highly complex behaviour. The focal individual is constantly exposed to numerous demands by the role senders. This is further complicated by the fact that every individual in the organisation is a focal person being bombarded by several other people. This causes utmost stress and frustration in organisational settings.

Role overload: Conflict is caused from the complexity of any one of the above four types of conflict. The roles sent may involve several task which cannot be performed within set deadlines, time and resources and still maintain the quality expected. This exposes the individual to conflict between priorities or between quality and quality. In such conflicting pressures, an attempt may be made to effectively balance the demands vis a vis time and resources, and thus formulate one's own properties. However, if this is not done to resolve the overload conflict, the focal individual may have to face an impossible task of satisfying every sender in too little a time and without having adequate resources at his disposal.

Goal conflict: Goal conflict arises where an individual has more than one goal and the process of attaining one goal precludes the possibility of attaining other goals. This type of conflict is classified as approach –approach conflict, approach-avoidance conflict and avoidance-avoidance conflict.

Approach-approach: conflict emerges if an individual is required to choose between two mutually exclusive, attractive goals. This type of conflict involves complications in decision making but once it is taken the conflict is resolved.

Approach-avoidance: conflict involves both positive and negative feelings simultaneously associated with the attractive and repulsive features of goal. For example, the attainment of superior performance may fetch additional increment but it may also involve more efforts at work, away from one's family, which one may not want. Thus, the positive and negative dimensions related to the accomplishment of superior performance may cause an approach avoidance conflict in the individual. In such situations, from a distance the approach tendency is powerful while, the near the goal the avoidance tendency increases. At a certain stage the approach and avoidance tendencies may possess equal strengths. This situation can prove to be highly damaging to ones' health.

Avoidance- avoidance: conflict involves the choice between two mutual exclusive, painful negative goals. It is marked by a tendency to remain unresolved which leads to mental stress, anxiety and dissatisfaction. In this type of conflict the closer an individual gets to the chosen goal, the individual bounces back and forth from one goal the other. It causes strain because of a perceived inability to avoid either of the two goals. An example is a person who is unhappy in his current job and decides to quit and get a new job. However, this decision may cause avoidance- avoidance marked by anxiety as it would entail a search for another job which may not be easy to find. The painful decision to continue with the current job may have to be taken by individual.

Intergroup conflict: occurs between collections of people such as ethnic or racial groups, departments or levels of decision making in the same organization, and union and management. Competition for scarce resources is a common source of intergroup conflict, and societies have developed numerous regulatory mechanisms, such as collective bargaining and mediation, for dealing with intergroup conflict in less disruptive ways. Social-psychological processes are very important in intergroup conflict (Fisher, 1990). Group members tend to develop stereotypes (oversimplified negative beliefs) of the opposing group, tend to blame them for their own problems (scapegoating), and practice discrimination against them. These classic symptoms of intergroup conflict can be just as evident in organizations as in race relations in community settings. Intergroup conflict is especially tense and prone to escalation and intractability when group identities are threatened. The costs of destructive intergroup conflict can be extremely high for a society in both economic and social terms.

Multi-Party Conflict: occurs in societies when different interest groups and organizations have varying priorities over resource management and policy development. These complex conflicts typically involve a combination of economic, value and power sources. This complexity is often beyond the reach of traditional authoritative or adversarial procedures, and more collaborative approaches to building consensus are required for resolution (Cormick et al, 1996; Gray, 1989).

International conflict: occurs between states at the global level. Competition for resources certainly, plays a part, but value and power conflict are often intertwined and sometimes predominate. The differences are articulated through the channels of diplomacy in a constant game of give and take, or threat and counter threat, sometimes for the highest of stakes.

Mechanisms of propaganda can lead to many of the same social-psychological distortions that characterize interpersonal and intergroup conflict.

2.6.2. Organizational conflict

Societies that are largely constituted by organizations or organizational societies (Presthus, 1979; Ahrne, 1990; Urry, 2000) feature only limited kinds of collective conflict. However, this does not support the conclusion that organizations themselves, or the kind of society largely constituted by organizations, have eliminated conflict. On the contrary, the opposite is the appropriate conclusion: by channeling conflict, organizations are amongst the most significant sites for its expression that remain. Still less should we conclude that, by channeling conflict, organizations have somehow removed the capacity for it from individuals and societies. As will be suggested here, conflict is a fundamental fact of organizations themselves and of organizational society. In the late modern period, conflict may have come to be subtly and effectively contained in by extensive surveillance (Townley, 1998; Lyon, 2001) and soft constraint (Courpasson, 2005), but it has not gone away.

Organizations are widely acknowledged to be the site of a good deal of conflict and contestation. Abundant evidence for conflict of various kinds from absenteeism to xenophobia has been turned up in the course of social science research over the last hundred years. Research has noted wide variation in the kind as well the intensity of conflict in organizations. It can vary from dissent (expressed failure to agree about ideas) to out and out violence and destructiveness (such as sabotage, riot, and arson). The existence of some sort of rudimentary political system in the workplace in the interstices of the formal organization, through which conflict is represented and expressed, has been observed in so many organizations it may well be universal (Blyton, 2002).

Organizational conflict can be divided into intra-organizational and inter-organizational. Inter-organizational conflict occurs between two or more organizations (Rahim, 2002). When different businesses are competing against one another, this is an example of inter-organizational conflict. Intra-organizational conflict is conflict within an organization, and can be examined based upon level (e.g. department, work team, individual), and can be classified as interpersonal, intra-group and intergroup. Interpersonal conflict once again whether it is substantive or affective, refers to conflict between two or more individuals (not representing the group they are a part of) of the same or different group at the same or different level, if in an organization. Interpersonal conflict can be divided into intra-group and intergroup conflict. While the former intra-group occurs between members of a group (or between subgroups within a group), the latter intergroup occurs between groups or units in an organization (Rahim, 2002).

Substantive conflict originates from the substance of the task, while affective conflict arises from the emotional affective dimension of interpersonal relations in organisational settings. Dwivedi, (2001), categorizes organizational conflict into institutionalized and emergent conflict.

Substantive vs Affective

The overarching hierarchy of conflict starts with a distinction between substantive (also called performance, task, issue, or active) conflict and affective (also called relationship or the opposite of agreeable) conflict. If one could make a distinction between good and bad conflict, substantive would be good and affective conflict would be bad. However, in a meta-analysis of the current research, De Dreu and Weingart (2003) showed that these two concepts are related to each other.

Substantive conflict deals with disagreements among group members about the content of the tasks being performed or the performance itself (DeChurch & Marks, 2001; Jehn, 1995). This type of conflict occurs when two or more social entities disagree on the recognition and solution to a task problem, including differences in viewpoints, ideas, and opinions (Jehn, 1995; Rahim, 2002).

2.6.3. Institutionalized Conflict

This type of conflict originates from division of work. Different departments have not only incompatible goals, but even within a single department, competition for organizational rewards causes intense conflict among members. This type of conflict, has been classified as individual versus individual, individual versus organization, hierarchical, functional and line versus staff.

Individual vs. Individual Conflict

This type of conflict is common at work. Two individual who compete for a single vacancy in a particular department, or two managers who fight for a larger portion of resources. It could be financial, human or any other resource. In this type of conflict, every individual attempts to occupy a scarce resource, including tangible and intangible goals such as status, prestige, power, money etc. This conflict is based on win-loss analysis. Once an individual reaches his goal, the other must lose it.

Individual vs. Organization

This type of conflict was stress by Argyris who assert that there is in built incongruence's between the needs of a psychologically matured individual and the formal organization. While the individual wants independence, activity, the formal organisation requires dependence,

passivity. The conflicts stemming from these differences causes frustration, sense of failure and loss of self-esteem.

Hierarchical conflict. This type of conflict is the outcome of hierarchy based incompatibility. At higher levels, there prevails broader and longer range responsibility, whereas at lower levels there exist specialised task. Accordingly a supervisor will have different perspective than a president of a company. A typical example is the conflict that usually arises between management and labour groups.

Functional Conflict. This type of conflict arises from organizational framework. Different functions in an organization have different goals. For example, the production division may stress its own goals of long production runs and standardized products with a view to meet unit cost foals. Contrary the marketing department stresses on longer time perspective, evaluates products and services from the standpoint of customers and suggest different options to satisfy customer requirements. Thus, conflict between these departments has in- built potential and is increased when they are required to meet and resolve problems or conduct yearly planning.

2.6.4. Emergent Conflict

Herbert, (1976), pointed out that this type of conflict stems from personal and social reasons in organizational settings, embracing informal behaviour. It has been classified as individual versus informal group, formal versus informal, status and political conflict.

Individual vs. Informal Group

This type of conflict arises when an individual seek to satisfy his needs through his informal group which, in turn, demands utmost amount of conformity or undesirable behavioural

pattern. It may stem from his efforts to satisfy his needs by earning more money and ignoring the group determined production norms in a piece rate system. Because of this non-compliance with its norms, the group may punish him/her in certain ways.

Formal and informal

This type of conflict is common at work. Informal organizations have their own specific goals, norms, and values, may be quite opposed to those of the formal organization. Thus informal expectations may contradict formal economic expectations. In return for its monetary rewards, formal organizations seem to minimize productive efforts of their members. However, the informal system determines an acceptable level of output in line with its goals of belongingness or solidarity, conserving energy for leisure activities extending the total work for longer periods.

Status conflict. This type of conflict is caused largely because of technological changes and initiation of action. Seniority and age have ceased to act as the criteria for accomplishing higher status in this era of technological youth. Young specialists may take over from the senior person in an enterprise because of their expertise. The seniors' experience and status come into conflict while working under these young experts.

Political conflict. It arises when an individual or a group attempts to get ahead regardless of the means adopted to do so. Thus, in contradiction to the prescribed system of merit or seniority, an individual may earn promotion by understanding the seniority of performance of another individual in an informal or non-formal way. This causes political conflict in the organization.

2.7. The Conflict Process

Robbins and Judge (2007) categorized the conflict process as comprises five stages: potential opposition or incompatibility, cognition and personalization, intentions, behaviour and outcomes.

Stage I: Potential Opposition or Incompatibility

The first in the conflict process is the presence of conditions that create opportunity for conflict to arise. These conditions need not lead directly to conflict, but one of these conditions is necessary if conflict is to surface. These conditions may also be seen as the sources of conflict.

Stage II: Cognition and Presentation

If the conditions cited in the first stage affect something that one party cares about, then the potential for opposition or incompatibility becomes actualized at the second stage. As most of the definitions of conflict showed, perception is required. Therefore, one or more of the parties must be aware of the existence of the antecedent conditions. However, because conflict is perceived does not mean that it is personalized. In other words, an individual may be aware of that he is in disagreement with another person, but it may not make any of them tense or anxious. It is at the felt level, when individuals become emotionally involved, that parties experience anxiety, tension, frustration or hostility.

The second stage is important because it is where conflict issues are defined. This is the place where parties decide what the conflict is about. This sense making is critical because the way a conflict is defined goes a long way towards establishing the sort of outcomes that might settle it. The definition of a conflict is important because it typically delineates the set of possible settlements. Emotions are very important at this stage because they play a major role in shaping

perceptions. For example, negative emotions have been found to produce exaggerated issues, reduction in trust and negative interpretation for the other party's behaviour. In contrast, positive feelings increase the tendency to see potential relationships among the elements of a problem, to take a broader view of the situation, open mindedness and to develop more innovative solutions.

Stage III: Intentions

Intentions intervene between people's perceptions and emotions and their open behaviour. These intentions are decisions to act in a given way. Intentions are separated as a distinct stage because there is the need to infer the other persons intent to know how to respond to that person's behaviour. A lot of conflicts are escalated merely because attribute the wrong intentions to the other party. Also, there is typically a great deal of slippage between intentions and behaviour, so behaviour does not always accurately reflect a person's intention. Thomas, (1992) identify five conflict handling intentions using two dimensions i.e. cooperativeness, that is, the degree to which one party attempts to satisfy the other party's concern; and assertiveness the degree to which one party attempts to satisfy his or her own concerns. Using these dimensions he identified conflict handling intentions as competing, collaborating, avoiding, accommodating and compromising.

Stage IV: Behaviour

Most people focus on this stage in conflict situations. This is because this is the stage where conflict becomes visible. The behaviour stage includes the statements, actions and reactions made by conflicting parties. These behaviours are usually overt unlike intentions, and they seek to implement each party's intention.

All conflicts exist somewhere along this continuum. At the lower part of the continuum, we have conflicts characterized by subtle, indirect, and highly controlled forms of tension. Conflict intensifies as they move upward along the continuum until they become highly destructive. Strikes, riots and wars fall in this upper stage. Conflicts that get to this upper stage are usually dysfunctional. Functional conflicts are usually confined to the lower levels of the continuum.

Stage V: Outcomes

The action reaction interplay between the conflicting parties results in consequences. These outcomes may be functional or dysfunctional depending on how it is handled and the level it is allowed to escalate to.

Functional Outcomes

It is hard to visualize a situation in which open or violent aggression could be functional. However, there are instances in which it's possible to envision how or moderate levels of conflict could improve the effectiveness of a group.

Conflict is constructive when it improves the quality of decisions, stimulates creativity and innovation, encourages interest and curiosity among group members, provides the medium through which problems can be aired and tension released, and fosters an environment of self-evaluation and change. Conflict can improve the quality of decision making by allowing all points, particularly the ones that are unusual or held by a minority, to weigh in important decisions.

Conflict is an antidote for group thinking. It does not allow the group to passively accept decisions that may be based on weak assumptions, inadequate consideration of relevant

alternatives. Conflicts challenges the status quo and therefore furthers the creation of new ideas, promotes reassessment of group goals, activities and processes. It also increases the group's probability and ability to respond to change.

Robins and Judge (2007) give an example of Yahoo, the company suffered a 92% downturn in its stock due to too little functional conflict. The company was too insulated and could not respond to change. Manager and staff were comfortable with each other to challenge the status quo. This kept new ideas from percolating upward and held dissent to minimum. The source of the problem was the company's CEO who set the tone of confrontation. It was only when he was replaced with a CEO, in 2001, who challenged the company's conflict free climate, did Yahoo begin to solve its problems successfully.

Dysfunctional Outcomes

The destructive consequences of conflict on groups and organizations performance are generally well known. Uncontrolled opposition breeds discontent, which acts to dissolve common ties and eventually leads the destruction of the group cohesiveness and subordination of group goals to the primary infighting among members. At the extreme, conflict can bring group functioning to halt and potentially threaten the groups survival. Robins gives an example of one of the New York's best known law firm which closed down solely because the 80 partners could not get along. The partners had basic and principled differences that were basically irreconcilable. This goes to show the importance of properly managing organizational conflicts. A consultant to the law firm stated that the partners does not have an economic problem, rather they have a personality problem. Thus a financially stable organisation can breakdown when dysfunctional conflicts are allowed to take control, depending on the level its coming from.

2.7.1. Creating Functional Outcomes

There is a general agreement that creating functional conflict is a tough job. This especially true in large organizations. One consultant states that, a high proportion of people who get to the top are conflict avoiders. They don't hearing negatives; they don't like saying or thinking negative things. They frequently make it up the ladder in part because they don't irritate people on the way up (Robins, 2005). Another person suggests that at least seven out of ten American hush up when their opinions are at odds with that of their superior, allowing them to make mistakes even when they know better. It is obvious that with such attitudes, it will be difficult to create any sort of functional conflict in organizations. However, such anti-conflict cultures may have been tolerable in the past but not in today's fiercely competitive global economy. Organizations that do not encourage and support dissent may find their survival threatened. It is therefore essential for organisations to encourage their people to challenge the system and develop fresh ideas.

Tiosold, (1992), observes that a well-managed conflict increases an organisations innovation and productivity. He asserts that there are four ways of creating functional conflict in organizations; values diversity and confront differences, seek mutual benefits and unity behind cooperative goals, empower employees, reward success value diversity and confront differences; differences should be seen as opportunities for innovation and creativity and diversity should be celebrated. Opened and honest confrontations should be encouraged to bring out differences which are essential for positive conflict to seek mutual benefits and unite behind cooperative goals; team members have to work together to be able to manage conflict successfully. Employees must be encouraged to identify with organizational goals. Even when the employees share a common goal they may differ on how to accomplish these goals. The

essential point here, is to encourage employees to appreciate equifinality as an important characteristic of successful organizations.

Employee empowerment; employees must be made to feel that they can control their conflict and deal with their differences productively. Certain organizations have formal systems in which employees evaluate and criticize their bosses. Employees are able to question their superiors and if disagreement cannot be resolved the system provides a third party for counsel. Reward success; one common ingredient in organizations that successfully create functional conflict is that they reward dissent. Employees who are able to challenge the system and create productive ideas different from the status quo should be celebrated and rewarded.

2.8. Conflict Handling Intention/Conflict Management Style

Regardless of the level of conflict, there are differing approaches to deal with the incompatibilities that exist. Conflict can result in destructive outcomes or creative ones depending on the approach that is taken. If we can manage conflict creatively, we can often find new solutions that are mutually satisfactory to both parties. Sometimes this will involve a distribution of resources or power that is more equitable than before, or in creating a larger pool of resources or forms of influence than before. Creative outcomes are more probable when the parties are interdependent, i.e., each having some degree of independence and autonomy from which to influence the other, rather than one party being primarily dependent on the other. Given interdependence, three general strategies have been identified that the parties may take toward dealing with their conflict; win-lose, lose-lose, and win-win (Blake, Shepard & Mouton, 1964).

The win-lose approach is all too common. People learn the behaviors of destructive conflict early in life competition, dominance, aggression and defense permeate many of our social relationships from the family to the school playground. The “fixed pie” assumption is made, often incorrectly, that what one party gains, the other loses. The strategy is thus to force the other side to capitulate. Sometimes, this is done through socially acceptable mechanisms such as majority vote, the authority of the leader, or the determination of a judge. Sometimes, it involves secret strategies, threat, innuendo – whatever works is acceptable, i.e., the ends justify the means. There is often a strong we-they distinction accompanied by the classic symptoms of intergroup conflict. The valued outcome is to have a victor who is superior, and a vanquished who withdraws in shame, but who prepares very carefully for the next round. In the long run, everyone loses.

The lose-lose strategy is exemplified by smoothing over conflict or by reaching the simplest of compromises. In neither case is the creative potential of productive conflict resolution realized or explored. Disagreement is seen as inevitable, so therefore why not split the difference or smooth over difficulties in as painless a way as possible? Sometimes, this is indeed the reality of the situation, and the costs are less than in the win-lose approach, at least for the loser. Each party gets some of what it wants, and resigns itself to partial satisfaction. Neither side is aware that by confronting the conflict fully and cooperatively they might have created a more satisfying solution. Or the parties may realistically use this approach to divide limited resources or to forestall a win-lose escalation and outcome.

The win-win approach is a conscious and systematic attempt to maximize the goals of both parties through collaborative problem solving. The conflict is seen as a problem to be solved rather than a war to be won. The important distinction is we (both parties) versus the problem,

rather than we (one party) versus them (the other party). This method focuses on the needs and constraints of both parties rather than emphasizing strategies designed to conquer. Full problem definition and analysis and development of alternatives precedes consensus decisions on mutually agreeable solutions. The parties work toward common and super ordinate goals, i.e., ones that can only be attained by both parties pulling together.

There is an emphasis on the quality of the long term relationships between the parties, rather than short term accommodations. Communication is open and direct rather than secretive and calculating. Threat and coercion are proscribed. The assumption is made that integrative agreements are possible given the full range of resources existing in the relationship. Attitudes and behaviors are directed toward an increase of trust and acceptance rather than an escalation of suspicion and hostility. The win-win approach requires a very high degree of patience and skill in human relations and problem solving.

Using the degree of assertiveness or cooperativeness of an individual. Robins identifies five conflict management intentions as; competing, collaborating, avoiding, accommodating and compromising. Dwivedi, (2001) adds on some more styles namely smoothing, dominance, hierarchical decision making, system restructuring, altering human variables, problem solving and bargaining.

2.8.1. Competing

In competing one person seeks to satisfy his or her own interest, regardless of the impact on the other parties to the conflict. Example include intending to achieve your goal at the sacrifice of other's goal, attempting to convince another that your conclusion is correct and that his or hers mistaken. This style is assertive and uncooperative. Managers who rely solely on

competing strategies are often reluctant to admit when they are wrong and eventually find themselves surrounded by people who are afraid to disagree with them or choose not to disagree with them. Dwivedi's dominance has similar characteristics. One party seeks to eliminate the other together. This technique can be exercised by individuals, coalitions and majorities. Individual dominance involves application of fighting or physical strength in a way that the other party is damaged without causing injury to self. In such situations the losing party redraws from conflict and attempts to compete with less formidable rivals. Thus a manager may use dominance to eliminate rival parties by dismissing them.

Coalition of two or more individuals can be used to generate extra support and facilitate decisions. The coalition dominance resolves conflict by consolidating power around the central figure enabling him to force the opponent to give up the fight. Majority consensus can be established so that the non-conforming group can be ignored or remain quiet and withdraw on their own. It is essential to indicate that these style do not encourage, creativity and innovation.

2.8.2. Collaborating

When parties to conflict each desire to fully satisfy the concerns of both parties, we have cooperative. In collaborating the intentions of the parties is to solve the problem by clarifying differences rather than accommodating various points of view.

Unlike collaborating, smoothing seeks to disguise the differences between parties and highlight party's similarities. It enables conflicting parties to realize that they are not very much from each other. It enhances the possibility to work together; however smoothing only provides temporary solution since differences may recur, with the emergence of differences in the course of time.

2.8.3. Avoiding

Conflict can also be reduced by avoiding it altogether. This involves efforts on the part of conflicting parties either to withdraw or suppress the inconsistency. By withdrawing one party allows the other to win. The use of avoiding is unassertive. It must be noted that the use of avoiding is necessary in situation where both parties are angry and need time to cool down. Avoiding should however, not be used as a long term solution since it does not give way to innovation, creativity and also increases the other party's frustration.

2.8.4. Accommodating

When one party to a conflict seeks to appease an opponent, that party may be willing to place the opponents' interest above his or her own. In other words, for the relationship to be maintained one party is willing to be self-sacrificing. Example is supporting someone's opinion despite your own reservations about it. This technique is unassertive and cooperative.

2.8.5. Compromising

This style is intermediate in both assertiveness and cooperativeness. Each party seeks to give up something, which results in a compromised outcome. In compromising there is no clear winner or loser since both parties had to give up something. There is a willingness to ration the object of the conflict and accept a solution that provides incomplete satisfaction to both parties. Compromising is often used during the final stages of union management negotiations. This technique only provides temporary solutions and conflict may recur with the emergence of suppressed demands.

2.8.6. Hierarchical Decision making

Appeal for hierarchical decision making can be made by both parties. Sometimes, an appeal to chance such as tossing a coin can be made to resolve the conflict by compelling the loser party to withdraw from the situation. An appeal to positional authority or authoritative command can also be used to resolve the conflict. Thus, a common superior can be requested to use his authority to resolve conflict through a proper decision. The effectiveness of this technique decline were the authority figure fails to adequately understand the issue and subordinates do not respect the superior.

2.8.7. Appeal Procedure

The appeal procedure overcomes the short coming of the hierarchical decision making. Thus, the aggrieved individual feels that his problems have not been resolved adequately by the immediate superior, he may appeal to a higher manager or a special grievance committee or an independent arbitrator. This technique causes fear and retaliation by the immediate manager who has been bypassed.

2.8.8. System Restructuring

This is a technique that is usually used in managing conflict that arises as a result of the organizations structure. There exist several techniques for system restructuring. These include: Decoupling which can be used to resolve conflict arising from interdependence on common resources can be minimized by impersonal allocation of rules or giving control of one's own resources. Conflict can be minimized by impersonal allocation of rules or giving control of one's own resources. Conflict can be minimized by expanding resources, thereby, allowing competing member to win. There have been occasions where positions are created accommodate competing members as a measure to resolve conflict. The use of this technique

is however, limited due to shortage of resources. Role conflict can be resolved by clarifying demands and segregating role in different positions and people. Individuals belonging to interdependent departments can be rotated from time to time to help team members understand the roles of others and check misunderstandings stemming from perceptual distortions. For example, individuals in head office departments can be rotated to branches and vice versa to help understand each other's attitudes, beliefs processes and procedures, and criteria for performance evaluation. Such an understanding can help minimize departmental conflict.

2.8.9. Altering Human Variables

Perception, attitudes, values and beliefs can be changed to mitigate the source of conflict. Among the measures used to change human variables are a series of Human Resource training programmes launching in organisational setting. This technique facilitates management of conflict effectively; it is however, difficult, slow and costly. This technique can also be said to parallel the behavioural view of conflict, which asserts that the differences in people that causes conflict should not be eliminated. Elimination of these differences can lead to minimize innovation and creativity.

2.8.10. Problem Solving

This technique seeks to resolve conflict through face interaction and embodies measures to accomplish the common interests of parties in conflict. Parties are required to come together to resolve the problem instead of accommodating each other's' divergent view. This technique enables both parties to deal effectively with doubts and misunderstanding that appear in discussions. It is effective in resolving conflicts that arise from semantic misunderstandings but is highly time consuming and demands determined efforts from both parties.

2.8.11. Bargaining

Unlike dominance, bargaining parties recognize their mutual dependence and work together satisfactorily to resolve the conflict rather than elimination the other. Bargaining takes two forms distributive and integrative.

Distributive bargaining is marked by the assumption that one group gains is the other's loss. Attempts are made by each party to inflate its projected power and discover the others minimum position. Robbins, et al. (2007), states that the essence of distributive bargaining is negotiating over who gets what share of the fixed pie. Fixed pie here means that both parties believe that there is only a set amount of goods or services to be shared. Thus, each party has a target point that defines what he or she would like to achieve, and a resistance point, which marks the lowest acceptable outcome below which they would rather break off the negotiations rather than accept a less favourable, settlement.

The area between these two points make up each one's aspiration range. Once there is an overlapping between the parties ranges, there exists a settlement rang within which each ones aspiration can be met. The most widely used cited example of distributive bargaining is in labour management negotiations. Integrative bargaining, on the other hand is marked by an assumption that both parties can gain simultaneously, high level of honesty is a prerequisite to it. It stresses shifts from reduction of demands towards expansion of resources. So instead of slicing a fixed small pie, attempts are made to bake a large pie so that both parties can get their fair share. In this bargaining a win-win situation is created.

Robins, et al (2007), asserts that in terms of intra-organisational behaviour, all things being equal, integrative bargaining is preferred since it builds longer relationships. Both parties they

have achieved a victory at the end of negotiations and it makes working together subsequently easier.

Mediating forms another bargaining technique to resolve conflict. The mediating manager checks the spiral of the conflict, promote authentic communication and suggest possible solutions, if required. The mediator helps the conflicting parties to confront their real differences and discover their problems. To be effective, the mediator is required to help the parties to realize that they are mutually dependent and must work in an area of common agreement. The mediator does not render decision. It is up to the parties in conflict to reach a mutually acceptable decision.

2.9. Third Party Intervention

In a perfect world, people would creatively avoid conflict and handle actual conflicts directly and positively. However, the world being as its, coupled with organizational politics being what they are, more often than not third parties find themselves unwillingly drown into some else's conflict. Thus a working knowledge of conflict triangle and alternative dispute resolution technique is essential to effective management to day.

A conflict triangle occurs when two people are having a problem and instead of addressing the problem directly with each other, one of them gets a third person involved. According to Kreiner and Kinicki, (2007), those finding themselves in conflict triangles have a wide range of options. These responses however either promote functional or dysfunctional conflict. The option available are:

1. Reroute complaints by coaching the sender to find ways to constructively bring up the matter the other party. Do not carry messages for the sender.

2. Facilitate a meeting with the sender and receiver to coach them to speak directly and constructively with each other.
3. Transmit verbatim messages with the sender's name included and coach the receiver on constructive ways to discuss the message with the sender.
4. Carry the message verbatim but protect the sender's name.
5. Soften the message to protect the sender.
6. Add your spin to the message to protect the sender.
7. Do nothing. The participants will triangle in some else.
8. Do nothing and the spread the gossip. You will triangle in others.

According to Kreitner and Kinicki (2007), the first two options are called triangle, it involves the third party channeling the disputant's energy in a direct and positive manner towards a functional outcome.

The third through eight options can sometimes be a slippery slope toward further counterproductive triangle which may sometimes risk leading to dysfunctional outcomes.

2.9.1. Alternative Dispute Resolution (ADR)

Dispute between employees, between employees and their employer, and between companies more often than not end up in lengthy and costly court battles. In recent times, a more constructive, less expensive approach i.e ADR has received enthusiastic growth. ADR techniques represent a progression of steps third parties can take to resolve organizational conflict. These techniques are ranked from easiest and least expensive to most difficult and costly. A growing number of organizations have formal ADR policies involving an established sequence of various combination of these techniques.

Facilitation

A third party, usually a manager, informally urges parties to deal directly with each other in a positive and constructive manner this can be a form of de-triangle.

Conciliation

A neutral third party acts as a communication conduit between the parties. It is usually used when conflicting parties are unwilling to meet face to face. The immediate aim is to establish communication between the conflicting parties and broader aim of finding a common ground and a constructive solution.

Peer Review

A panel of trustworthy co-workers, who are able to remain objective hear both sides of the dispute in an informal, confidential meeting. Decisions taken by the panel may or may not be binding depending on the organization's ADR policy.

Ombudsman

Someone who works for the organization and is generally well respected and trusted by co-workers hears the grievances on a confidential basis and attempts to arrange a solution.

Arbitration

Disputing parties agree ahead of time to accept the decision of neutral arbitrator in a formal court like setting. Participation in arbitration can be voluntary or mandatory, depending on company policy or union contracts. Statements are confidential and decision are based on legal merits.

2.10 Potential Drawbacks of Conflict Resolution

Moorhead and Griffin (1998) identified five potential drawbacks to conflict management.

These are:

Waste of time and energy: Conflict and its accompanying management and resolution procedures sometimes take a great deal of time. At some point individual becomes obsessed with the conflict rather than what is about.

Emotional stress: People vary in the level of stress they can take. The resolution processes sometimes become frustrating and causes emotional stress to some individuals. While others may find the whole process taxing, others may find it stimulating.

Organizational Stress: Resolving conflict often causes some inefficiencies through the paraphernalia that accompanies it. The period before agreement is reached is often characterized with strikes, working without enthusiasm, bickering among group's withdrawal of cooperation and delay of productivity caused by prolonged negotiations.

Risk: Sometimes engaging in negotiations may be the only way to resolve conflict. Conflict may get worse if not handled properly.

Communication

- In the midst of conflict, clear communication between parties becomes increasingly difficult as both parties may be unwilling to listen to each other. Feelings of hostility may make it difficult for resolving the conflict.
- According to Kreitner and Kinicki (2007), a laboratory study, uncovered the following facts about organizational conflict:

- People with a high need for affiliation tend to rely on more cooperating style. Thus, personality traits affect how people handle conflict.
- Disagreement expressed in arrogant and demining manner produce significantly more negative effects than the same sort of disagreement expressed in a reasonable manner. In other words, how you disagree or communicate is very important in conflict situations.
- Threats and punishment, by one party tends to produce intensifying threats and rigid stands from the other party. In short, aggression breeds aggression in conflict handling.

2.11 Conclusion

This chapter focuses on the concepts of conflict management, conflict and globalisation, conflict as the multiplier of humanitarian problems, role of conflicts in organisations, and sources and classification of conflict.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the methodology used for gathering data in research. These include the study design, population and the sample size, research instrument, data collection procedures, data analysis procedure.

3.2 Research Design

Research work can be designed using three approaches according to Saunders et al. (2007). These are descriptive, explanatory and exploratory. Explanatory research attempts to clarify why and how there is a relationship between two or more aspects of a situation or phenomenon. While exploratory research is undertaken to explore an area where little is known or to investigate the possibilities of undertaking a particular research study (feasibility study / pilot study).

Descriptive approach is always adopted when the motive is not to find causes to research problem, rather, describe the situation as the name suggests. According to Ary, Jacobs, Razavieh (2002), descriptive research is designed to gather information regarding the status quo. Descriptive research helps to determine the actual condition of a situation at a particular point in time. Trochim (2006) submitted that descriptive research is a method that describes data and characteristics concerning population or the phenomena under study. It further states that descriptive research answers the questions who, what, where, when and how.

Since the study was to find out the effect of performance appraisal on the performance of an organization the researcher chose the descriptive method. The descriptive research method has the advantage of producing objective results. Therefore, questionnaires will be used to gather primary data using a sample size of one hundred staff (100) and conclusions drawn from the analyzed data will be generalized to cover the entire company.

3.3 Research Population

The research population is the name for the large general group of many case from which a researcher draws a sample and which is usually stated in theoretical terms. For the purposes of this study, the research population is the entire population of SSNIT Ghana.

3.4 Sample Size and Sampling Technique

The study however focuses on Accra West Region specially Korle Bu branch of SSNIT. The Korle Bu branch of SSNIT is made of about three hundred (300) employees. Out of this number, one hundred (100) respondents were sampled. This comprises of twelve managers (12) forming 4 percent of the total population of staff; thirty-two (32) senior staff, also constituting 10.66 percent; and fifty-six (56) junior officers, who make up 18.66 percent. This brings the population to a total of one hundred staff (100).

This sample size represents thirty-four percent (33.33%) of the population which is believed to form a fair representation of the total population.

The research used the purposive, stratified and simple random sampling techniques to select respondents. *Stratified sampling*, is when the population is divided into areas or strata, and a

sample is selected by some design within each stratum. Purposive sampling is a deliberate and non-probability sampling to achieve a certain goal.

Simple random sampling is where the sample population is known and all each unit is selected with a known and non-zero probability so that all units in the population has an equal chance of being selected. This comprises of twelve managers (12) forming 4 percent of the total population of staff; thirty-two (32) senior staff, also constituting 10.66 percent; and fifty-six (56) junior officers, who make up 18.66 percent. This brings the population to a total of one hundred staff (100). This technique is to ensure that every segment of the research population is fairly represented in the total size.

3.5 Data Instruments

For the purposes of the study, both primary and secondary sources of data were used. To obtain primary data, the researcher design questionnaire and administered to respondents. The questionnaire were set out in simple language using both open and close ended questions to provide flexibility to respondents. The questions covered the following areas: components of the conflict management system, the challenges and bottlenecks faced by both employees and managers, effect of conflict on employee performance, its contribution to the improvement in performance of the company.

Questionnaires were chosen for a number of reasons:

First, it was not easy to get every single employee to get their views. Again, given the time constraints for this study, questionnaires were more time-saving and most effective.

Secondary data were gathered from books, magazines, articles, journals – all related to the topic, as well as written policies, circulars, and other documents in the company related to conflict management.

3.6 Data Collection Procedure

In undertaking this study, written permission was sought from the company to collect data. When permission was granted, each member of the sample size was given a copy of prepared questionnaire to complete. These questions were collected after one week. This is to give them ample time to enable to complete the questions.

Those who were unable to complete their questionnaire after this period were given an additional three days (3 days) to complete. The collected questionnaire were coded by the researcher and analyzed.

3.7 Data Analysis and Presentation

Data collected would be coded and analyzed using the Statistical Package for Social Sciences (SPSS) Software Programme. Percentages and averages were used for the analysis. Presentation of the results of the analysis were in tables, charts or graphs. The results are discussed and presented in chapter four.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter discusses the findings of the study. The purpose of the study was to examine the effect of conflict management in organizations. Questionnaires were administered to ninety staff. The researcher obtained a hundred percent recovery of all questionnaires with a few number of open ended questions left unanswered. The results presented were analyzed using Excel.

4.1. Background information

4.1.1 Gender distribution of respondents

Table 1: Gender

| Sex | Frequency | Percentage |
|--------------|-----------|------------|
| Male | 50 | 56 |
| Female | 40 | 44 |
| Total | 90 | 100 |

Source: Survey Data (2017)

From table 1, out of the 90 respondents, 56% were males and 44% were females. Table 1 portrays that majority of the respondents were males. This indicates that more males are employed than females in the organization. This show that there was an almost equal respond in terms of gender.

4.1.2 Category of Staff



Figure 1: Category of Staff

Source: Survey Data (2017)

From Figure 1, out of the 90 respondents, 50% and 33% were junior and senior staff respectively, whilst 17% were management staff. The category of staff will help the study determine the level of conflict and how it is resolved in the organization.

4.1.3 Department in the Organization

Table 2: Department in the Organization

| Department | Frequency | Percentage |
|----------------|-----------|------------|
| Research | 35 | 39 |
| Human Resource | 30 | 33 |
| Operation | 10 | 11 |
| Finance | 15 | 17 |
| Total | 90 | 100 |

Source: Survey Data (2017)

From table 2, out of the 90 respondents, 39% were from the Research department and 33% were from the Human Resource department. Representing 11% and 15 representing 17% were

from the operation and finance department. From the table, it can be seen that majority of the respondents were from the Research department. This will help with the resolution of conflict in the organization.

4.1.4 Length of Service

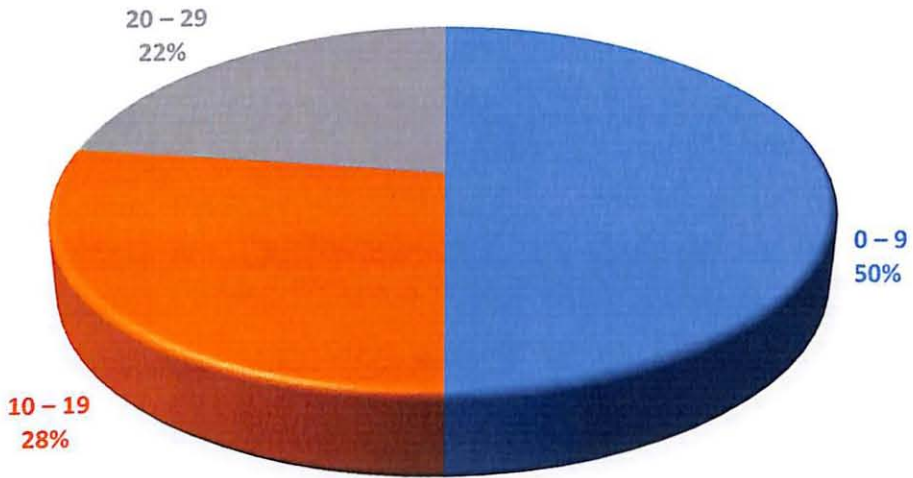


Figure 2: Length of Service

Source: Survey Data (2017)

From Figure 2, out of the 90 respondents, 50% and 28% had worked from 0-9 years and 10-19 respectively, whilst 22% had worked from 20-29 years. This indicates that majority of the respondents had worked in the organization between 0 to 9 years, this may result from peaceful nature of work in the organization.

4.1.5 Level of education

Table 3: Level of education

| Level of Education | Frequency | Percentage |
|--------------------|-----------|------------|
| Secondary | 10 | 11 |
| Tertiary | 50 | 56 |
| Professional | 30 | 33 |
| Total | 90 | 100 |

Source: Survey Data (2017)

From Table 3, out of the 90 respondents, 11% and 56% had secondary and tertiary qualification respectively, whilst 33% have professional qualification in their field of work. This means that majority of the respondents had tertiary qualification which indicates that their level of qualification determines their job roles.

4.2 Causes of conflict in the organization

Table 4: Causes of conflict in the organization

| Experience of conflict | Frequency | Percentage |
|------------------------|-----------|------------|
| Yes | 90 | 100 |
| No | 0 | 0 |
| Total | 90 | 100 |

Source: Survey Data (2017)

As indicated in table 4, all the respondents representing 100% replied “yes” to the question indicating that they have ever experienced conflict in the organization. Riley (1995) indicated that at any point in an organization there will always be a degree of disagreement and while it

is impossible to eradicate conflict all together, it is clearly management's task to minimize and contain such conflicts.

4.2.2 Causes of conflict

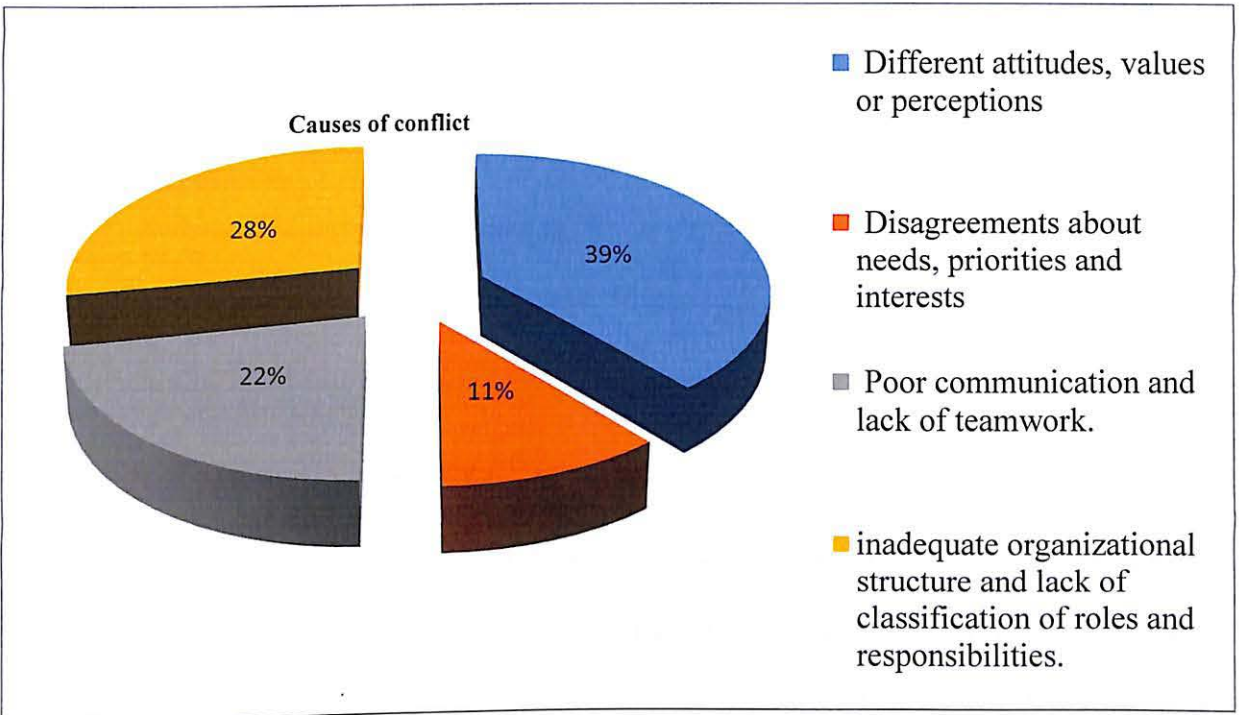


Figure 3: Causes of conflict

Source: Survey Data (2017)

From Figure 3, out of the 90 respondents, 39% and 11% say the causes of conflict in the organization were as a result of different attitudes, values, or perceptions and disagreements about needs, priorities and interest respectively whilst 22% and 28% also claimed it was as a result of poor communication and lack of teamwork, inadequate or poor organizational structure and lack of classified roles and responsibilities.

From the figure, majority of the respondents indicated that the most often cause of conflict is different attitudes, values or perceptions. However, whatever be the character of conflict, it arises in the presence of certain conditions. Mullins (2008) stipulates that the uniqueness of individual attitudes, values and perception can also cause conflict. Certain individuals find it

difficult to separate their personal attitudes, values and perception from work and this sometimes leads to conflict and strain between employees.

4.2.3 Levels of conflict in the organization

| Organization conflicts occur between | Frequency | Percentage |
|---|------------------|-------------------|
| Employees and Supervisors | 30 | 33 |
| Management and Staff | 10 | 11 |
| Different departments | 15 | 17 |
| Between roles | 35 | 39 |
| Total | 90 | 100 |

Source: Survey Data (2017)

From Table 5, out of 90 respondents 33% and 11% says conflict in the organization normally occurs between employees and supervisors and then management and staff respectively whilst representing 17% and 39% agrees that conflict occurs through different departments and between roles respectively. From the table, majority of the respondents agree that conflict normally occur between roles. This indicates that specialization sometimes stimulates conflict when jobs are highly specialized, employees become experts at certain task. Highly specialized jobs can lead to conflict because team members seem to lack knowledge on the process that falls into other roles.

Fisher, 1990 confirms that the emotional intensity is often quite high in role conflict since people are directly involved as individuals and there is a strong tendency to personalize the conflict.

4.2.4 Has management ever denied an aggrieved employee of the organization from lodging a complaint about another employee?

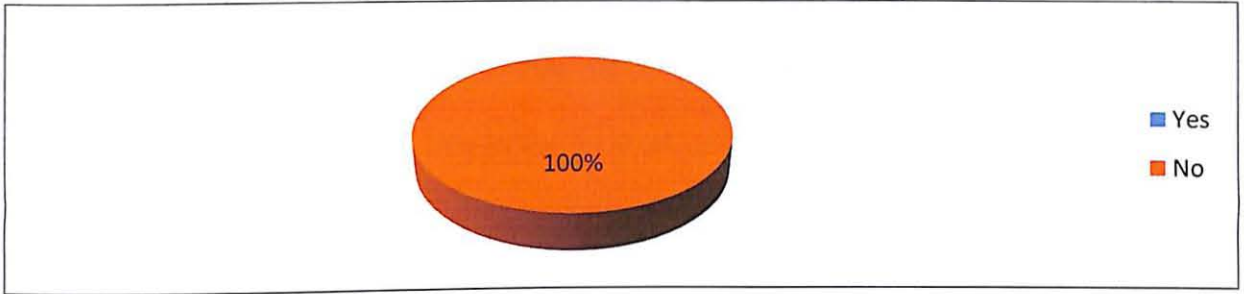


Figure 4: Management ever denied an aggrieved employee of the organization

Source: Survey Data (2017)

As depicted in Figure 4, all the respondents representing 100% replied “No” to the question indicating that management never denied an aggrieved employee of the organization from lodging a complaint about another employee. Riley (1995) indicated that at any point in an organization there will always be a degree of disagreement and while it is impossible to eradicate conflict all together, it is clearly management’s task to minimize and contain such conflicts.

4.2.5 What is the frequency of employee complaints in your organization?

Table 5: What is the frequency of employee complaints in your organization?

| Frequency of employee complaints | Frequency | Percentage |
|----------------------------------|-----------|------------|
| Daily | 3 | 3 |
| Week | 7 | 8 |
| Once a month | 30 | 33 |
| Not so frequently | 50 | 56 |
| Total | 90 | 100 |

Source: Survey Data (2017)

From Table 6, out of 90 respondents, 3% and 8% indicated that the frequency of employee complaints in the organization is daily and week respectively whilst 33% and 56% indicated once a month and not so frequent. From the table, majority of the respondents indicated that employee complaints in the organization are not as frequent as expected. This confirms (Robins, 2005) that most staff frequently make it up the ladder in part, because they don't irritate people on the way up.

4.2.6 What is the possible outcome of organizational conflict?



Figure 5: What is the possible outcome of organizational conflict?

Source: Survey Data (2017)

From Figure 5, out of 90 respondents, 11% and 56% indicated that the possible outcome of organizational conflict were disputes in the organization and the organization would be disorganized respectively. Whilst 33% says conflict result to the collapse of the organization from figure 6, the most effect of conflict in the organization is disorganization of work and performance. (Kriesberg, 1998) confirms that if unhealthy conflict is allowed to develop, the

spin off effects can result in lasting damage to relationships and the business. Conflict has the potential for a great deal of destruction.

4.3 Conflict resolution and organizational performance

4.3.1 What are the conflict resolution strategies used by the organization

Table 6: What are the conflict resolution strategies used by the organisation

| Conflict resolution strategies | Frequency | Percentage |
|---------------------------------------|------------------|-------------------|
| Negotiation | 30 | 33 |
| Mediation | 5 | 6 |
| Conciliation | 55 | 61 |
| Total | 90 | 100 |

From Table 7, out of 90 respondents, 33% and 6% says that the conflict resolution strategies used by the organization were negotiation and mediation respectively. Whilst 61% stated conciliation were strategies used by the organization to resolve conflict. Although conciliation is mostly used by the organization, this indicates that, is the immediate aim to establish communication between the conflicting parties and broader aim of finding a common ground and a constructive solution. Robbins, et al. (2007), confirms that the essence of distributive bargaining is negotiating over who gets what share of the fixed pie.

4.3.2 Are the conflict resolution strategies used effective?

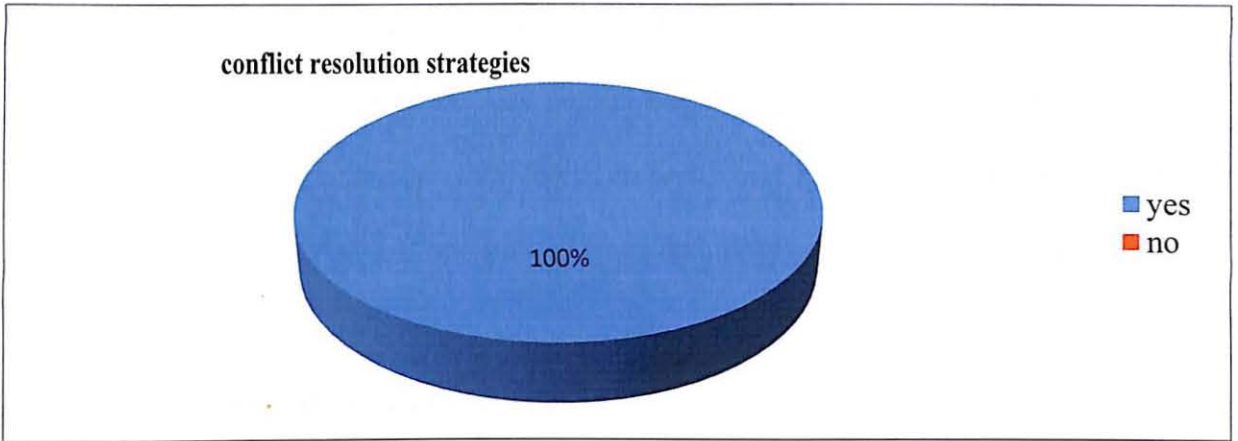


Figure 6: Conflict resolution strategies

Source: Survey Data (2017)

From Figure 6, all the respondents representing hundred percent replied “yes” to the question indicating that the conflict resolution strategies used by the organization were effective. This indicates that the conflict resolution strategies adopted by the organization are ranked from easiest and least expensive progressive steps taken by third parties to resolve organizational conflict.

4.3.4 Does conflict resolution affect the organizational performance?

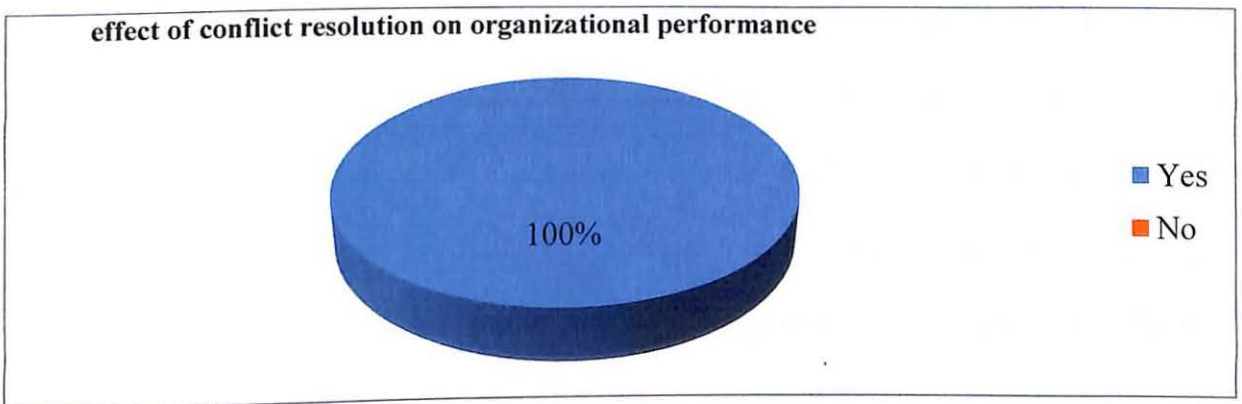


Figure 7: Effect of conflict resolution on organizational performance

Source: Survey Data (2017)

From Figure 7, all the respondents representing hundred percent replied “Yes” as the question indicating that conflict resolution affect the organization performance. Tiosold, (1992),

confirms that a well-managed conflict increases an organizations innovation and productivity. He asserts that there are four ways of creating functional conflict in organizations; values diversity and confront differences, seek mutual benefits and unity behind cooperative goals, empower employees, reward success value diversity and confront differences; differences should be seen as opportunities for innovation and creativity and diversity should be celebrated.

4.3.5 Area of organizational performance

Table 7: Area of organizational performance

| Area of organizational performance | Frequency | Percentage |
|---|------------------|-------------------|
| Increase productivity | 30 | 33 |
| Promote team building/work | 35 | 39 |
| Share information | 5 | 6 |
| Promotes respect and tolerance | 10 | 11 |
| demonstrates good leadership skills | 10 | 11 |
| Total | 90 | 100 |

Source: Survey Data (2017)

From Table 8, out of 90 respondents, 33% and 39% say that conflict increase productivity and promote team building-work whilst 11% indicated that it helps in sharing information, promotes respect and tolerance, and demonstrates good leadership skills respectively. This indicates that whatever leads to conflict also serve as a means of assessing new and divergent ideas and procedures in order to come out with the best practices that improve productivity.

4.3.5 Does organization have a conflict management policy?

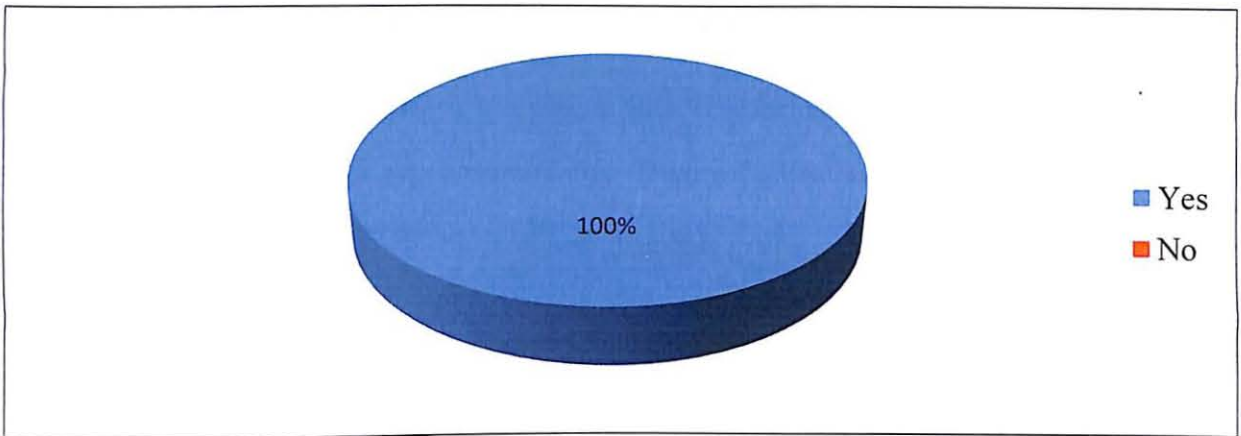


Figure 8: Does organization have a conflict management policy?

Source: Survey Data (2017)

As depicted in figure 8, all the respondents representing 100% replied "Yes" to the question indicating that the organization have a conflict management policy.

4.3.7 How best do you think organizational conflict could be resolved?

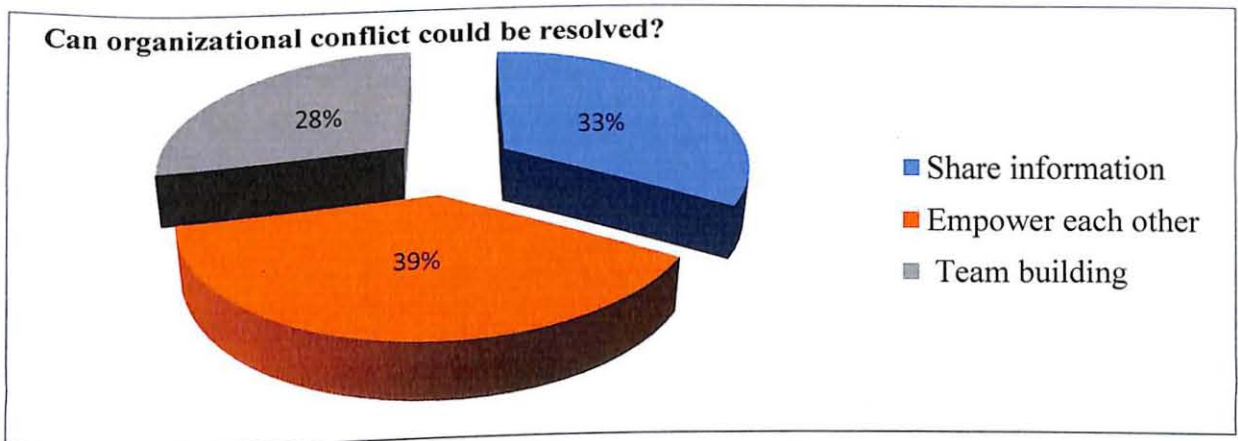


Figure 9: Can organizational conflict could be resolved?

Source: Survey Data (2017)

From Figure 9, out of 90 respondents, 33% and 39% indicated resolving of organizational conflict is through sharing information by keeping employers up to date with current issues and empowers each other publicly crediting colleagues who have performed well and encouraging each other to achieve results. However, 28% claimed resolving conflict can be

done through team building by promoting good morale and protecting the institutions reputation with outsiders. Using the degree of assertiveness or cooperativeness of an individual, (Robins 2007) identifies five conflict management intentions as; competing, collaborating, avoiding, accommodating and compromising. Dwievedi, (2001) adds on some more styles namely smoothing, dominance, hierarchical decision making, system restructuring, altering human variables, problem solving and bargaining.

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATION AND CONCLUSION

5.0 Introduction

This chapter presents the summary of the main highlights from the findings of the entire long essay, offers conclusions and some recommendations to be adopted.

5.1 Summary of findings

The study set out to deal with the impact of conflict management in the organization – SSNIT. The main objectives were to examine employees and employers' knowledge and perceptions of conflict management strategies, effects of conflict on employee performance and causes of conflict in the organization. The study also sought to find if the organization has policies and procedures of resolving conflicts.

Majority of the employees mentioned that conflict in the organization occur as a result of difference in attitudes, values or perceptions which normally occur between roles given to employees either across departments or within the same departments.

From the study, aggrieved employees are not denied the right from lodging a complaint about another employees. Most staff think that the possible outcome of organizational conflict is that the organization would be disorganized and eventually collapse. However, organizational conflicts is unavoidable yet most employees would rather avoid confronting the issues than addressing the conflict.

The organization has conflict resolution policies that normally guides it. And according to the study it is very effective. However, the most used strategy is the conciliation. This indicates that, that is the fastest lane to establishing communication between the conflicting parties.

Employees who feel that the organization's conflict management policy is inadequate sense that way because of the length of time taken to resolve employee management conflict, which they believe is too long and frustrating.

Employees also agree that conflict increase and improve productivity. In that whatever leads to conflict can also serve as a means of assessing new and divergent ideas and procedures in order to come out with the best practices that improve productivity.

5.2 Recommendation

Management should know that conflict management does not mean the complete elimination of conflict neither does it refers only to conflict reduction. It involves the maintaining of conflict at the right level to help the departments, work units or the organization works together to reach and attain both departmental and organizational goals. Line managers should encourage team members not to view all conflicts as negative but rather stimulate functional conflict by encouraging divergent ideas and debates on operational issues.

Managers must build team work. A good manager builds a coordinated team, team spirit which brings on board individuals talents, experience and expertise which leads to creativity and innovation. Management must improve on the channel of communication between departments to review the collaboration that will be needed in departments to carry out their duties.

Meetings should be held at least quarterly between such departments to review the collaboration that will be needed by departments in carrying out their duties.

Job rotation between interdependent departments can also help in addressing the issue on conflict between departments. Individuals belonging to interdependent departments can be rotated from time to time to help team members understand the roles of others and check misunderstandings stemming from perceptual distortions. For example, individuals in the head office departments can be rotated to branches and vice versa to help understand each other's attitudes, beliefs, processes and procedures and criteria for performance evaluation. Such understanding can help minimize departmental conflict.

5.3 Conclusion

Based on the findings the following conclusions were made, SSNIT has a conflict resolution policy in place, however, majority of employees are not aware of the policy's existence or do not pay much attention to it.

The most common conflict management technique employed by the organization is conciliation: however, this process often prolongs decision making and is ineffective in attaining employee satisfaction.

There is a high level of conflict that occurs between roles and this is because of high interdependency between departments and lack of knowledge on the operation of other departments. Most employees of SSNIT view conflict as negative so the organization aims at preventing conflict at all times.

REFERNCE

- Armstrong, M. (2003). *A handbook of human resource management practice* (14th ed.). London: Kogari Page Limited.
- Arnold, Hugh, J., Feldman, Daniel, C., Hunt, Gerry. (1992), *Organizational behaviour: A Canadian perspective*. McGraw-Hill Ryerson.
- Asare-Bediako, K. (2002). *Professional skills in human resource management*. Kasoa: Kasbed Limited.
- Azamosa, O. (2004). *Industrial conflict in Nigerian Universities: The case of the Academic Staff Union of the University Teacher's Strike*. Bristol University.
- Beardwell, I. (2009). *Human resource management: A contemporary approach*. London: Prentice Hall.
- Bogdan, R., & Taylor, S.J. (1975). *Introduction to qualitative research methods*. New York: John Wiley.
- Bruce, C. A. (2009). *Conflict resolution in organizations: A study of Kasapa*. (Unpublished dissertation). Methodist University College, Ghana.
- Buch, T., & Mathisen, J. (2005). *Competition and efficacy in banking: Behavioural evidence from Ghana*, IMF, Working Paper.

Buchman, D.A., &Huchzynski, A. A. (2007). *Organizational behaviour* (6thed.). Pearson Education Ltd.

Cassell, C., &Symon, G. (1994). Qualitative research in work contexts: Qualitative methods in *Organizational Research*, 1-13. Thousand Oaks,CA:Sage Publications.

Cole, G. A. (1995). *Organisation behaviour*.Berwick Upon Tweed:Matins the Printers

Cole, G.A. (2002).*Personnel and human resource management* (5thed.).London: 11 York road.

Donald, R. C. (2008).*Business research methods*. McGraw-Hill.

Edward, A. & Theresa R. (2011). *Conflict management in organizations*.DT Stationaries Ltd.

Fryer, D. (1991). Qualitative methods in occupational psychology: Reflections upon why they are so useful but so little used, *The Occupational Psychologist*, 14 (Special issue on qualitative methods), 3-6.

Gamey, A.A. (2003).*Conflict in organization and its management*.Gamey and Gamey Academy of Meditation and Arbitration.

Gregory, M., Griffin R. W, (1992). *Organisational behaviour: Managing people in organizations* (3rd ed.). Toronto: Houghton Mifflin Company.

- Kreitner, R., & Kinicki, A. (2007). *Organizational behaviour*(7thed.). New York: McGraw-Hill Inc.
- Lussier, R. N. (1996). *Human relations in organizations. A skill-building approach* (3rd ed.). New York: McGraw-Hill
- McKinlay, A., & Taylor, P. (1996). Power, surveillance and resistance: inside the factory of the future' In Ackers, P., Smith, C., & Smith, P. (Eds.).*The new workplace and trade unionism*. London: Routledge.
- Mullin, L.J. (1999). *Management and organisation behaviour* (5th ed.). England: Prentice Hall.
- Mullins, L. J. (2007). *Management and organizational behaviour*(8thed.). Financial Times Pitman Publishing.
- Nelson & Quick (1994).*Organizational behaviour, foundation, realities and challenges* (3rd ed.).West publishing company.
- Pheman, (1970). *Conflict and cooperation in business organization*. Britain: Photo- Lithain.
- Rahim, M. A. (2001). *Managing conflicts in organisation*(3rd ed.). Westport: C. T. Quorum.
- Raymond, R. & Tom C., (2007, August). *Human relations*. 60, 1181-1209.b
- Richard, P. (1996). *Introduction to organizational behaviour*.Hampshire, London: Macmillan Press Limited.

Riley, M. (1998), *Managing people*. Oxford: Elsevier Science Publishers.

Robbins, S. P., & Judge, T. A. (2007). *Organizational behaviour*(8thed.). Pearson Prentice Hall.

Robbins, S. P. (2005). *Organizational behaviour* (11thed.). Pearson Prentice Hall

Robbins, S. (1998). *Organizational behaviour: Concepts, controversies, and applications* (8thed.). Prentice Hall.

Schramm-Nielsen, J. (2002). *Conflict management in Scandinavia*. Copenhagen Business School, Denmark.

Stephen, R. (1998). *Organizational behaviour* (8th ed.). WC: Prentice- Hall.

Yin, (1998). *Case study research, design methods*. SAGE Publications

APPENDIX

CONFLICT MANAGEMENT IN ORGANIZATIONS: A STUDY OF SSNIT RESEARCH QUESTIONNAIRE

I am a final year student of the Ghana Institute of Journalism, undertaking a research on conflict management in organizations. This project forms part of the program leading to the award of Master's Degree. I am therefore soliciting for views and opinions on the topic to enable me do a good study. Please be assured that this study is for academic purposes only and any information provided will be treated with utmost confidentiality.

Thank you for your co-operation

Please tick [] and fill where applicable.

Section I: BIOGRAPHIC INFORMATION

1. Sex: Male [] Female []

2. Category of staff

Junior staff []

Senior staff []

Management staff []

3. Department _____

4. Length in Service

0 – 9

10 – 19

20 – 29

5. Level of Education

Secondary

Tertiary

Professional

Section II: CAUSES OF CONFLICT IN THE ORGANIZATION

6. Have you ever experienced conflict in your organization?

Yes

No

7. If yes, what was the cause(s) of such conflict? *Tick as many as are applicable.*

Different attitudes, values or perceptions

Disagreements about needs, priorities and interests

Poor communication and lack of teamwork.

Poor/inadequate organizational structure and lack of classification of roles and responsibilities.

Others please specify

8. Conflicts in the organization normally occur between? *Tick as many as are applicable.*

Employees and Supervisors

Management and Staff

Different departments

Between roles

others, please specify

9. Has management ever denied an aggrieved employee of the organization from lodging a complaint about another employee?

Yes

No

10. If no, what is the frequency of employee complaints in your organization.

Daily

A week

Once a month

Not so frequently

Others, please specify

11. If yes, please indicate what you think it could lead to

Result in conflict

It would lead to the collapse of the organization

Others, please

specify.....

12. What is the possible outcome of organizational conflict?

Disputes in the organization

The organization would be disorganized.

It would lead to the collapse of the organization.

Others, please specify _____

Section III: CONFLICT RESOLUTION AND ORGANIZATIONAL PERFORMANCE

13. Does your organization have a conflict management policy?

Yes

No

14. What are the conflict resolution strategies used by the organization

Negotiation

Mediation

Conciliation

Others, please specify _____

15. Are the conflict resolution strategies used effective?

Yes

No

16. Does conflict resolution affect the organizational performance in any way?

Yes

No

17. If yes, give reasons to further explain your answer. *Tick as many as are applicable.*

- Increase productivity
- Promote team building/work
- Share information
- Promotes respect and tolerance
- demonstrates good leadership skills
- Others, please

specify _____

18. How best do you think organizational conflict could be resolved?

- Share information by keeping employers up-to-date with current issues.
- Empower each other – publicly crediting colleagues who have performed well and encouraging each other to achieve results.
- Team building by promoting good morale and protecting the institution's reputation with outsiders
- Others, please

specify _____

19. Give your own general assessment of the prevailing procedure used in managing conflict in the organisation _____