



Inevitability Of Conflict And Business Organizations

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ABSTRACT

This paper looks at the inevitability of conflict in organizations and how if judiciously utilized can have effectual result on the organization. There are some certain factors that can lead to a conflict situation due to individual differences. The subject of conflict usually cannot be avoided hence; individual with different preferences and cultural brought up cannot be together without some levels of misunderstanding. In human life, conflict is inevitable among individuals, organizations and even nations. Conflict is a “necessary evil”. Several factors such as leadership style, paucity of resources that are commonly used competition for supremacy, poor productivity and ineffective service delivery cannot be avoided if conflict is not properly and timely managed. However, if it is well managed positive result can be produced as against negative outcome. It is hereby advised that the causes of conflict if observed should be attended to as urgently as possible. To avoid conflict situation from escalating this paper concludes that the warring parties should be made to negotiate in order to resolve such misunderstanding. The arbitration by a third party should be done on a fair and objective manner to overcome further grievances. In no way should forceful approach be used as it would aggravate the existing problem.

Keywords: Inevitability, Conflict, Effectiveness, Organization, Causes, Concept, Resolution.

1. INTRODUCTION

Due to the all encompassing nature of conflict it has assumed several dimensions in terms of its meaning, presentation, importance and ability to control it. In every day whether personal, interpersonal, organizations or between countries a conflict atmosphere is inevitable. In every environment, there are contrasting interests of parties that result to the opposition of one another which exactly is the concept of conflict. A conflict situation is anywhere there is antagonism in the bid to interact in terms of cognitions, competition, goals incompatibility and also emotional feelings.

Luthans (1998) has observed that conflict is a common phenomenal in all settings which is not necessarily of a negative nature. Normally, if conflicts are resolved, it brings about constructive solutions to problems. Conflict is neutral in itself, but what determines whether it is positive or negative in its consequence on any relationship, is on how it is duly managed. Due to the fact that teams do work together in organizations the avoidance of conflict is not possible, hence, it is an inevitable aspect of team work. It flows from the behavior of the individuals. Human life cannot do without it. Interaction produces conflict. It depicts the display of being hostile, being antagonistic, attitudes that shows negativism misunderstanding, rivalry and aggression.

2.0 CONCEPTUAL REVIEW

Conflict

Borisoff and Victor (1998), said it is very difficult to define conflict hence, it is not easy to come to a consensus about its definition. However, they said the easiest way to understand the term conflict is to have it theorized into situational, interactive and functional. These divide has it that the situational views conflict as an expression under certain situations. The second view of interactive asks the question “how is there conflict? What methods and mechanisms are used to express it?” The functional as the third view sees conflict as “why is there conflict? What purpose does it serve?” Furthermore, Leung (2010), had said that there is no one practical definition of conflict. Each person has an individual way of thinking and behaves differently from others in a similar situation, and so it could be said that conflict can affect everyone to a varying extent.

According to Leung (2009), a representative of the situational theory school defines conflict as a “situation which generates incommensurable goals or values among different parties”. As opined by him, the situation determines conflict that arises from diverse conditions for example, the influence of a person and exogenous factors.

The interactive school as defined by Folger (1993) is that “the interaction of independent people who perceive incompatible goals and interference from each other in achieving goals”. The theory has two critical words interdependence and perception. Interdependence is seen as such a situations whereby one party’s future actions is dependent on another party’s actions.

For the functionalist school, the representative was George Simmel, a sociologist in Germany in 1995, defined conflict as designed to resolve divergent views. This creates unity even if it requires one of the conflicting parties to bow. He further opined that, conflict serves a social aim and that reconciliation is achieved even at the detriment of one of the parties.

In a similar development, Tillett (1991) had said that conflict does not only come as a result of incompatibility of values or needs or when it shows up in action rather, it could be exhibited by the perception of one of the parties of its existence.

According to Beck (1979), conflict is defined, as the “difference between and among individuals”. The differences are formed by the conflict itself such as discontentment in goals, reasons, ideas, values and motives. As observed by Hocker and Wilmot (1985), conflict is defined as an expressed struggle between at least two independent parties who perceive that goals, scarce resources or rewards are incompatible. In another view, Borisoff and Victor (1998) as well as Thomas (2005) defined conflict as a disagreement in opinions between people or groups due to difference in attitudes, beliefs, values or needs. Still looking at conflict from different perspectives; Appelbaum, Abdallah and Shapiro (1999) states that, conflict is a process of social interaction which involves a struggle over claims to resources, power and status, beliefs, preferences and desires.

Darling and Walker (2001), corroborated this belief by the organization in which he said, conflict is a natural phenomenon in a social relationship, it can nevertheless be managed within an organization.

However, different views are being held about conflict. Durkheim (cited in Sipova, 1989) considered conflict as an abnormal phenomenon as he used the term anomie or pathology in describing the nature of conflict.

In an unrelated development, many scholars have their views to the contrary. Part and Burgess (1921) and Simmel (1995) cited in Burton (1987) says every interaction or association, in their view is that conflict stands for solving and averting complete fission in order to build unified whole. However, Schellenberg (1996) had said that conflict is neither bad nor good, but that it is one of the essentials in the social life of human beings.

Organizational Conflict

Organizational conflict can be defined as according to Lewis, French and Steane (1997) to mean, the consequence of boundaries arising within any organizational structure thereby, creating separate groups that would rather compete for the available scarce resources. They further asserted that conflict within an organization is inevitable.

As observed by Rayeski and Bryant (1994), conflict is driven by pressure and confusion that creates stressful situation for a team and its members.

From the foregoing, the explanation of the concept of conflict can be said that truly, the different sources of references are almost saying the same thing though, from different perspectives.

Theory Of Conflict

According to Darling & Walker (2001), theory of conflict was founded by C. Wright Mills who is known as the father of modern conflict theory. He went further to admit that social structures are created through conflict between people with different interest and resources. The individual and resources are then influenced by these structures that has been created and also by inequality in power and resources distribution in society.

CONFLICT VIEWS

According to Robbins (2005), conflict is seen as a natural phenomenal since it is a reality in everyone life and it does arise inevitably. Conflict exerts thoughts and action that are necessary for innovations.

According to Rahim (1986), in human life, conflict is an integral part in all ramification of life endeavor. They further asserted that by reason of history, views on conflict are as outlined below:

a. Traditional Views: Within the period of 1930 – 1940 as observed by Robbins (2005), this school of thought believes that conflict should and must be avoided in totality. Hence, it breeds bad blood within a group. Again, it is seen to be negative in nature and it always goes along with violence, confusion and wastage of resources. It emanates from lack of proper communication and an absence of confidence among people or parties. They believe, conflict can only be managed at the top management level. This school also stands on the ground that conflict should not be entertained and as such, adequate cognizance should be giving to the causes of conflict so as to resolving such for a proper group interaction that can create room for a better performance in an organization. They opined, that conflict is synonymous with negative feelings that can result to destructive tendencies. However, Rahim (1986) concluded that the strategies used in handling conflict are what determines its effect whether good or bad.

b. Interactionism View

According to Robbins (2003), this view has it that, it is both positive and important for individuals or groups to perform excellently. In this, the ability to challenge normal processes and procedures to enable individuals to increase productivity by bringing in systems of innovations constitute a conflict situation. He observed that though, not all conflicts are bad, but it could be necessary for effective performance. This view, has pointed types of conflict to include, **relationship conflict** that relate to interpersonal relations, **task conflict** that comes from the content and goals of the duties to be performed. Another type is on how the work gets done known as the **process conflict**.

In a related development, as other types of conflicts, Kinicki and Kreitner (2008) had pointed out two types.

i. Functional or Constructive Conflict

In corroboration with Robbins who said that not all conflicts are good, is in line with Kinicki and Kreitner is view of the functional or constructive conflicts. On this basis, it is believed that conflict can bring about normal competition within groups which would usually lead to working hard for a better productivity. This is therefore, seen as two views, parties and goals that can lead to a better performance by either individuals or organizations.

Constructive conflict has an advantage of allowing its members the avenue of ascertaining the inherent problems and the possible opportunities. Secondly, new ideas, learning and growth by the individuals can be developed.

ii. **Dysfunctional/Destructive Conflict**

As observed by Kinicki and Kreitner (2008), this type of conflict tends to obstruct the performance of the group. In organization, conflicts are inevitable and desirable but it can spell doom when it is not properly managed.

This would adversely affect the exchange of information, ideas and resources between department and different groups which hampers the achievement of organizational goals. This would negatively impinge on her performance resulting to productivity being low. In this, individuals' interest tends to override the business entire purpose of existence. Leaders in organizations witch hunt each other as information are being withheld from one another. Everyone's interest is to the detriment of the other person in a deliberate manner or in a very crafty way.

Levels Of Conflict In An Organization

According to Don, Slocum and Woodman (1989) there are different levels of conflict that revolves within the individuals (intrapersonal), between the individual (interpersonal), within a group (intragroup) between groups (intergroup) and within an organization (intra-organization).

a. Intrapersonal Conflict: This is conflict within the individual. This is as a result of goal conflict when the individuals' behavior brings about outcome that is mutually exclusive or in other words has compatible elements that are positive and negative in nature. However, as they went further, intrapersonal conflict has both approach conflict and avoidance conflict.

An approach conflict is a state of affairs whereby somebody has two or more alternatives choices to make of which both could have positive results. This could manifest for instance in choosing between two jobs that seems to be attractive on equal basis.

An avoidance conflict is also a state of affairs whereby someone has no option than to choose between two or more alternatives that would end up with results that are negative in nature. This could manifest for instance in the form of an employee who is being faced with a threatening situation of being punished by being demoted or else the person gets involve on what they do not want by spending much time travelling in the course of the job.

They also looked at a situation of a win-win view of Approach – Avoidance in which it is a state of affair whereby someone must have to make a decision on doing something that could be both positive and negative in its result. This could be seen as an example by being given a juicy job in a location that seems to be uncomfortable to inhabit.

b. Interpersonal Conflict

This is at variant with intrapersonal in that it concerns two or more persons. It could be two supervisors competing for an available higher space or position to fill in. There are several reasons that could be adduced to this kind of conflict to include but not limited to the following: power, status differences, perceptions, personality differences, clashes of value and interests, scarce resources and psychological problems.

c. Intragroup Conflict

This is a kind of conflict that is within the group. The choice of whether to resolve it or not is within the group members. Luthans (1998), had said that a study of large number of groups that made decision as business or governmental bodies identified some of the conditions. Firstly, consensus for a successful resolution of conflict. Secondly, disagreement that leads to failure in resolving conflict.

It was observed in the study, that intragroup conflict is difficult and at the same time all encompassing. He also hinted that intragroup conflict revolves around two major categories vis-à-vis substantive and affective conflict.

When a conflict situation is caused by task or content of job which comes about in the form of intellectual discontent between the group members then, it is substantive, but if the problem is based on interpersonal relationship bringing about emotional responses is therefore referred to as affective conflict.

d. Intergroup Conflict

There are collection of individuals and groups in an organizational setting. In organization, various groups of individual could exist. The interdependency of the different groups in cordial relationship determines

the success of such an organization. Though, intergroup conflict is inevitable, a timely and proper handling of any abnormal situation is likely to result to a favourable outcome.

Robbins (2005) had said, interactions between groups of individual could experience frustrations and to allow their conflict situation to be expressed in a range of behavioral strategies ranging from apathy and boredom to absenteeism, excessive drinking or destructive behavior.

e. Intra-organizational Conflict

Hence our discussion is based on the organization as an entity, what happens within the organization is of our utmost concern. As Don et al (1989) continues in their discuss had pointed out four types of intra-organizational conflict to be;

- (i) **Vertical Conflict:** This is where the conflict is between the different levels in an organization. For example, superior versus subordinate conflict.
- (ii) **Horizontal Conflict:** This involves employees who are at the same level in the hierarchy of the organization.
- (iii) **Line-Staff Conflict:** It does occur when staff officer who plays an advisory or supportive role in assisting a line manager along the line department tends to disagree based on personal characteristics. Staff employees who may appear to be having a higher level of education and with different background who incidentally may be younger in age could happen to be very audacious at the detriment of what the line manager can accept to be valuable contribution.
- (iv) **Role Conflict:** The numerous activities that others expect an individual to perform in their respective positions is referred to as role conflict whenever such roles are not being performed according to expectation then, conflict becomes inevitable.

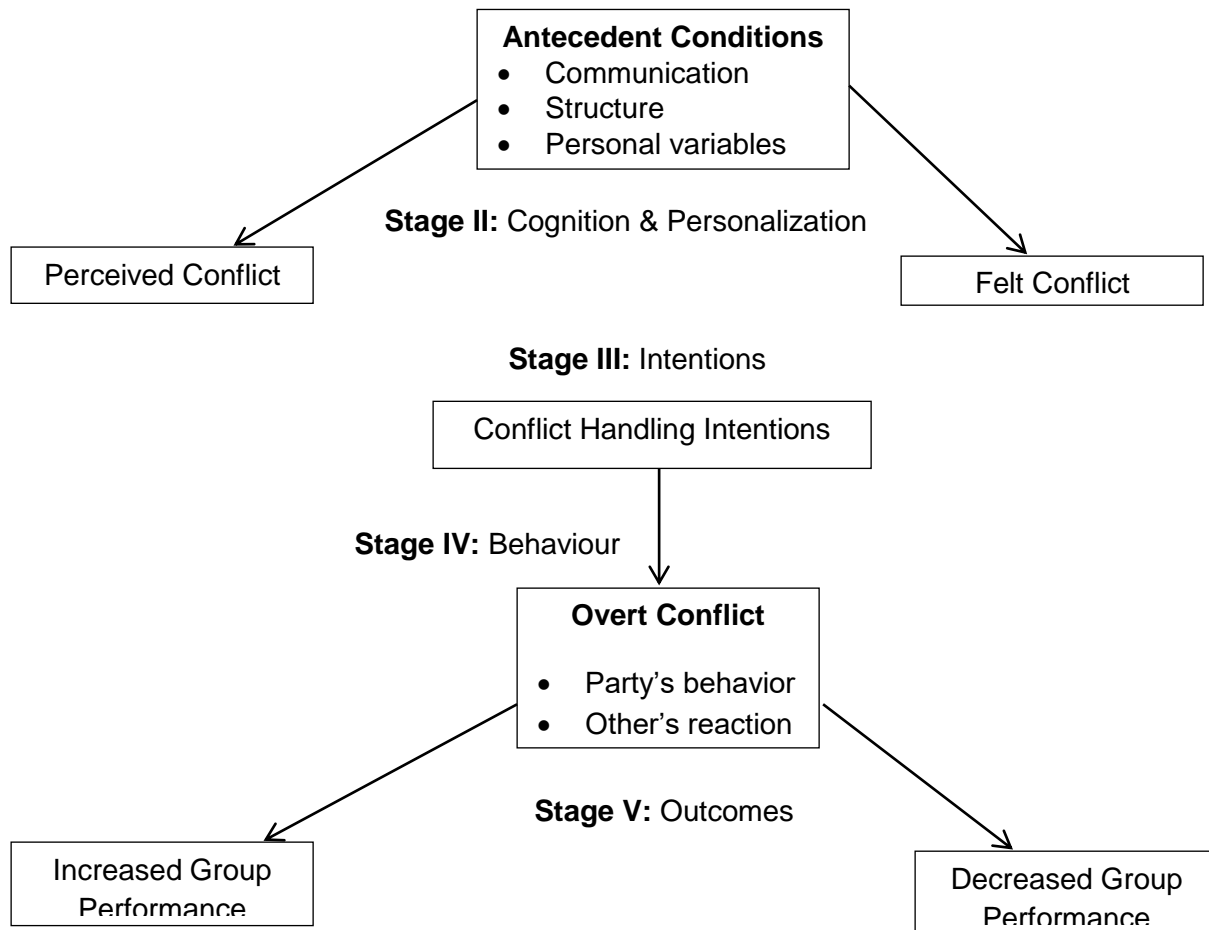
The Process Of Conflict

According to McShane and Glinow (2008), conflict is a process where one party proves that its interests are not being respected by an opposing party.

Before a conflict, situation degenerates to exhibition of angry words and actions, it must have transversed the processes of;

- a. Potential disagreement and incompatibility of the parties
- b. Cognition and personality values
- c. Intentions
- d. Behavior and 'e' outcome

To add to what McShane and Glinow had opined Robbins (2005), in figure 1 analysed the different processes before conflict is manifested.



Stage I: Potential Opposition or Incompatibility

Fig 1. Processes before conflict

Source: The Conflict Process (Robbins, 2005)

Sources of Conflict

Fajana (2000), had said that the sources of conflict can be divided into two main parts; the internal source and the external source.

Internal Source

As observed by Fajana (2000), it is referred to as internal because the factors are within the confine of the organization. In his words he identifies “opposing interest” as the major factor of an industrial unrest. The “divergent interest” of the different parties in an attempt to partake in what Ajibade calls “industrial cake” can result to conflict. The inevitability of conflict can also come from the disagreement in “power relationship”.

External Source

This source, being outside the internal perimeter of the organization can give rise to conflict situation that could be the one side drives or biased dispositions of a third party in the bid to intervening in any industrial dispute. For instance, if two parties are at logger-head yet the government goes ahead to

formulate and propagate or enact laws that favour one of the parties can further aggravate the already existing conflict.

Moreover, put in a concise manner, Leung (2009) in his study identified the sources of conflict. He said, there are several origins from where disputes in organizations emanate. In the study he enumerated six main sources. The sources are:

- a. Role Conflict: This occurs when in an organization there is a clash in the role somebody performs.
- b. There is also interpersonal disagreement due to the experience of stressful situations
- c. Differentiation in understanding whereby there is a clash due to a problem being approach from different viewpoints.
- d. The imbalance in interdependency required to collaborate in the course of getting to communicate and to interact.
- e. The tussle for power in which an individual or group tends to be conquered in order to obtain self-centered goals fulfilled.
- f. The pressure from the outside of the organization that can impinge negatively on the internal state or stability of the organization.

Causes of Conflict

The factors that cause conflict are inevitable in our everyday interactions in life. Many authors have outlined several ones though, interwoven. According to Henry (2001), there are factors that generate conflict hence they do not occur by themselves. In his view, the under listed do cause a conflict situation.

- a. Communication issue
- b. Lack of common performance standard
- c. Tasks' interdependence
- d. Jurisdictional ambiguities
- e. Individual differences
- f. Dependence on common resources and
- g. Not knowing the status

Similarly, though, differently presented due to semantics, according to Kinicki and Kreithner (2008) as it is being looked upon from the angle of a student and the supervisors, the following causes are identified.

As identified by students:

- i. The supervisor's expectations that are either ambiguous or not provided
- ii. Personal factors that has to do with the personality, values, perceptive ability etc.
- iii. Lack of feedback on successful operations or involvements
- iv. The duration and how intermittent supervisory work is being carried out.

As identified by supervisors:

- a. The students expectation different from the supervisor's
- b. The competency level of the student being too low
- c. The expectation of supervisors that are too high for students to meet
- d. The inadequacy of the students level of knowledge

From the above, it can also be likened to an employer and an employee. According to www.hrmars.com the causes of conflict are grouped under structural factors and also personal factors.

Under the structural factor we have;

- a. Common Resources:** Due to limited resources like people, money, information and supplies whereas, everyone wants to be a partaker can cause a group to be highly strained, thereby, parties struggle for their own interest at the detriment of others.
- b. Differences in Goal:** Once there is incompatibility or difference in the goals of departments, the flow of activities would be hampered since the parties are working at cross purposes.
- c. Specialization:** This is another cause of conflict. Specialization in one area may not necessary be a means of knowing everything and as such if a specialist tends to interfere with the duties of another specialist in another area could lead to a state of confusion.

- d. Roles and Expectations:** As individuals and group differs so also their roles and expectations differ. Hence, roles concerns job title, description of duties etc., when a manager has not describe the role of the subordinates or worse still when the parties concerned understands the roles differently. In such a case conflict cannot be left out.
- e. Jurisdictional Ambiguities:** This usually happens when the scope or boundaries of responsibilities are undefined. Whenever the goals are ambiguous, performance requirements and jurisdictional lines are uncertain then there could be breakdown of order.
- f. Interdependence:** When the performance of duties is a function of depending on others to complete an assignment, the issue of bulk passing is not left out, since the failure of one person can be easily pushed to others. Meanwhile, nobody is interested in taking responsibility for the short coming of another person. The outcome must be a clash between both parties.
- g. Authority Relationship:** Most times, managers want to display the privileges they are opportune to enjoy based on their position. They always want to issue commands whereas the subordinates who see themselves as disadvantaged fellow would want to revolt. The resistance would definitely leads to a crisis situation.

According to Rahim (1986), the causes of conflict can be classified into seven. These are:

- a. Team members attitudes are different leading to differences in goals
- b. Inability to meet the expectation of team members
- c. In the work team diverse cultural values are exhibited
- d. Unmet needs brings about frustration to team members
- e. The difference in personality of team members could cause clash of influence
- f. Different ideologies leading to different explanation of similar information
- g. Scarce resources create room for survival of the fittest. Definitely there would be logger heads.

Conflict Resolution/Management

According to Burton (1987), conflict resolution means how the causes of conflict are being dealt with in the bid to resolving them. While as he further pointed out that managing the conflict has to do with the strategies and approaches of resolving the conflict.

Anderson (1990), had also maintained, that the management of conflict has a wide application. However, he had said that the ways by which organizational conflict are being managed are diverse in correspondence with different causes, origin and contexts. The major reason while conflicts are managed either by the warring parties or by a third party involvement is to make sure the whole structure of the conflict situation is brought under control to avoid the destructive element of hostility and the used of violence in the process of the conflict. Usually, the management ushers into the conflict processes a solution to the conflict by disruptions thereby satisfactory and acceptable position is assumed.

According to (<http://ezinearticle.com>) whenever there is a conflict situation, several factors are evaluated in order to choose the type of approach that is appropriate for the situation. The choice may be to either compete or dominate when it happens our personal input is to be involved to control the other party physically or psychologically. Another choice may be to accommodate or surrender and then, cede victory to the other party. In the same vein, we may choose to withdraw by not doing anything or participating in the conflict resolution move. However, it could be to collaborate to come up with a solution that is constructive and mutually acceptable.

Furthermore, a third party can be sorted for if the above approaches do not bring the needed outcome. To adopt the third party approach, there has to be a form of collaboration whereby an individual or group other than the conflicting parties intervene to see how both parties are made to agree with each other.

As observed by Anderson (1990), in reducing or preventing conflict, there are two major concerns that the individual (group) has to take into cognizance.

- a. Achieving Personal Goal Structure:** Usually, when individual goals interfere with another individual or organization, conflict is bound to ensure. Goals should be clearly made known as each unit role and contribution is so important. Sears (2008), in goal structure had pointed out, that the reward system should equally be taken care of in that, the way and manner the compensation system

is carried out should be fair and commensurable to the structural status of the persons concerned. It should be proportionately appropriate to the group effort and also show the level of degree or interdependency among units as the need arises. Whenever organization's goals and objectives are known, the employees see the general picture and then work as a team in order to achieve a desirable performance.

- b. Keeping a Good Relationship with the Other Person:** The ability to interact with others is very important. Trust and communication help to understand each other's challenges and how to be of help. Personal goals coupled with the way and manner one is able to relate with others in order for cordiality in operation is most highly encouraged. An effort to facilitate dialogue between group and the distribution of information help in the resolution of conflict. When people know more about themselves, there would be no room for suspicions rather, collaboration will be highly entrenched. Again, proper coordination can also help to reduce conflict.

Strategies, Ways/Styles of Managing/Resolving Conflict

According to Luthans (1998), different researchers have identified some strategies or styles of solving conflict situation. Though, as many are the authors so are the terminologies yet, the fundamental context, content and approach is the same. He further opined that the conflict resolution is behavioural in nature. These styles or strategies are: avoidance, smoothing, compromise, forcing and confronting.

1. Avoidance or Ignoring the Conflict

In some circumstances, it may be best to play a passive role so as to avoid it completely. In this style, events may take their own course naturally. In most cases, if the parties are frustrated due to emotional unrest, they may believe that conflict could snow ball into consequences that are not good. The passivity behavior leads to lose-lose situation. The fear of conflict becoming unresolved could make parties to steer clear since conflict becomes an aggravated conflict. The avoidance usually is a product of several issues. These issues as seen by Steers and Black (1994) are:

- i. When the issue on ground is inconsequential compared to more important urgent issue.
- ii. When the satisfaction of the request cannot be made possible
- iii. When other people can resolve it more perfectly
- iv. When it is of more relevance to impair it than the good achieved in taking a decision
- v. When the aspects of the case in point is related to other people.
- vi. When the immediate decision does not have the required information to handle it.

2. Compromising (Integrating Bargaining)

This is a situation where the demands of the conflicting parties are balanced. In this, for solution to be reached there is a give and take position. It is a situation that requires given up something and then gaining something. This in most cases is in the negotiation between management and the labour unions mostly in the presence of arbitrators, and in a way, both parties win. This is a situation where both parties have relatively the same level of power and none of the parties can force its opinion on the other parties. Steers and Black (1994) had also pointed out possible situations that can lead to compromise.

- i. When there is time constraints to find expedite solutions
- ii. To serve as a back up when collaboration and competition are not yielding any good results
- iii. For the conflict to be temporarily balanced
- iv. When goals are important but are not up to the effort of some method to adopt.
- v. If the problems are many faceted and complex.

3. Smoothing or Accommodation

According to Luthans (1998), smoothing has to do with covering up the conflict by appealing for unity by not addressing the issue of the conflict. Usually, personal gains are counted in order to forget the conflict. He observed that smoothing only provides an immediate solution and as such, the conflict may resurface as time goes on and that it is a more sensitive approach than avoiding so long the people involved had agreed not to show conflict which is more beneficial than to show conflict which can really increase the conflict.

Robbins (2005), sees this concept as when conciliation occurs and when a person or group of persons are willing to submit to the other. It is the subjugation of ones interest for the interest of others. This style, is concerned about human relationship which the parties see as more important than their personal goals or interest. The smoothing is done not to harm the relationship. The unassertive and cooperative behavior creates a win/lose situation in order to maintain likeness and acceptance.

Steers and Black (1994) had also suggested possible features that can give rise to this practice.

- i. To satisfy others and maintain cooperation hence the issue is of more importance than you.
- ii. When creating an atmosphere for subordinates to learn from mistakes
- iii. To prove that one is reasonable by accepting wrong in order to make room for another solution.
- iv. When somebody determines to reduce losses
- v. To create good social image in the future
- vi. When the need arises for harmony and balance to be maintain.

4. Forcing

According to Kotler and Keller (2008), this technique is that of domination in which the party dominating possessed the power and authority to enforce his own opinion over the party in opposition. In this technique, one party is a winner while the other is a loser. This style usually breeds resentment and hostility.

Adomi and Anie (2005), had observed that forcing, defines a situation whereby one person or party tends to display full dominance. Individuals resort to the use of aggression in order to drive home their points or achieve their desires. In this, the winner is seen as been strong while the loser is the weaker party.

According to Steers and Black (1994), there are certain situations that can give rise to this such as;

- i. When there is the need to take quick decision in an emergency situation
- ii. In important matters that can make the organization productive as long as one is on the right part
- iii. To be against those who take advantage of a sluggish and uncooperative attitude
- iv. In the pursuit of important issue that can affect the implementation of unusual principle or the application of new rules.

5. Collaboration (Confronting or Problem Solving)

As opined by Robbins (1998), collaboration or confronting style is about a strong cooperative and assertive behavior.

It is a win-win approach in an interpersonal conflict management. The style advocates maximum joint results. It shows a trust in other party in order for all concerned to be satisfied. It is mostly practiced for an integrative outcome in a case where the issue cannot be compromised because, of its importance. It creates room for learning, to becoming more committed as parties incorporate their views into a consensus.

Luthans (1998), in his view, had said that the approach assumes in objective terms, that all organizations irrespective of how it is properly managed, would still have opinions that differs one from the other. This condition requires discussions and respect for the different views in order to resolve. He further noted that this style is better used when conflict is due to the misunderstanding of semantics. The style is not very effective in issues that are non-verbal in nature like value system.

Moreover, to avoid aggressive behavior and also to have a behavior that is supportive as parties are respected for who, and what they believe in without any bias or prejudice.

Bargaining And Negotiation In Conflict Resolution

According to Schellenberg (1996), hence conflict is inevitable and cannot be completely avoided then, it requires to be managed in order to become constructive and functional. Bargaining and negotiation are strategies for managing conflict. Negotiation brings the warring parties to a solution that is mutually beneficial.

Bargaining is in two major approaches: distributive bargaining and integrative bargaining. Distributive is when the goals of one party are in direct opposition to the other party while integrative is an approach in which the parties focus on how the achievement of their purpose is possible. It is the merit of the issue and is a win-win method as the parties maintain attitudes that are positive in nature. It should be noted therefore, that whenever conflict is judiciously managed it enhances organization's productivity.

Third Party Involvement in Conflict Resolution

The functions of the third party are to wade into the conflict if the disputants are either unable or unwilling to face the problem squarely.

As observed by Robinson and Parkinson (1985), there exist four third party negotiation types.

- a. **Mediation:** This is the most common type of resolving conflict. In this, somebody who is not part and parcel (independent) of the conflict is invited, the person is also impartial in his judgment to bring a solution that everyone accepts. He facilitates the process of resolution. A mediator is someone that should be trusted.
- b. **Arbitration:** The arbitrator can apply techniques or strategies used by a mediator. Optionally, he may choose to dictate solution to the conflict.
- c. **Conciliation:** According to James (1987), a conciliator can propose a solution to end a conflict. He plays an active role in the conciliation process. It is has to do with action to stop somebody that is angry.
- d. **Consultation:** As observed by Fisher (1990), it is a formal process of consulting or discussing an issue. Usually, an expert or a professional is made to advice on areas of specialization.

Benefits Or Advantages Of Conflict Management

The effectiveness of conflict management cannot be under estimated due to several benefits or advantages inherent in its judicious practice. According to Leigh updated by Jayne (2019), the benefits include but not limited to the following:

- i. It encourages new thinking
- ii. It raises questions that can lead to new ideas and breakthroughs
- iii. It builds relationships and also strengthens through mutual understanding and respect as learning to listen and listening to learn brings about deeper insight to both parties.
- iv. It opens minds as a climate of innovation and creativity is being encouraged.
- v. It beats stagnation. Whenever conflict is allowed then, changes are borne. Open doors to challenges and competition is being established.

3.0 CONCLUSION

Conclusively, this paper has brought to limelight the fact that conflict may be either functional or dysfunctional depending on the type or method of interventions. Basically, it would be most expedient if management widely assess the techniques of conflict management in order to arrive at a new best solution. At various organizational levels the right style of conflict management can be the panacea to conflict capable of eroding the success factors of an organization.

According to Darling and Foliasso (1999), it is impossible to totally eliminate conflict. Those who manage conflict well always earn to themselves personal and institutional benefits whereas those who attempted to eliminate conflict do not always last.

4.0 RECOMMENDATIONS

From the conceptual reviews, it is hereby recommended that conflict management or resolution can become very effective in an organization. Summarily, if the under listed conditions are observed conscientiously as possible.

- i. Reward fairly.
- ii. Establish formal procedure.
- iii. A good listening attitude should be adopted.
- iv. Clear explanation of plans be made.
- v. Employees should be highly valued.
- vi. Welcome and appreciate initiatives.
- vii. Business needs and personal needs should be balanced.
- viii. Development of new skills.
- ix. Changes for an upgrade should be welcomed.
- x. Trust should be built between employees' representative and management.

- xi. Effort should be made sometimes to initiate conflicting situation as divergent views are introduced staff or department should be recognized for outstanding productivity.
 - xii. The process of communication be made free.
 - xiii. To avoid ambiguity, seminars/workshops should be organized on how to manage conflicts in organization.
 - xiv. The interaction and activities of groups be highly monitored to ensure that there is a high level of functionality.
 - xv. Remembering to listen.
 - xvi. The individual or group should not try to win an argument.
 - xvii. Parties concerned should not be self-defensive.
 - xviii. The conflict should be avoided as much as possible.
 - xix. Generalization in making statement should be avoided. Reference to past events can aggravate the present tension.
 - xx. We should not at all time present ourselves as Mr. Right or know-it-all.
 - xxi. The attitude of playing blame game or bulk passing should be jettisoned.
 - xxii. Wrong analysis of other people's minds should be avoided instead, allow other people to express their thoughts and feelings.
 - xxiii. There should be enough room for decision making.
 - xxiv. The welfare of the staff should be a priority to the management.
 - xxv. There should be a defined system of disseminating information.
 - xxvi. Duties should be delegated to lower level employees to see themselves as part of the process.
 - xxvii. The priorities of organization and staff should be upper most in the resolution.
 - xxviii. Not be dragged on.
 - xxix. Parties should remain calm, open and flexible.
 - xxx. Devote enough time for the resolution discussions
 - xxxi. Dialogue be highly encouraged.
 - xxxii. Objectivity is the watchword by not allowing subjectivity feeling to becloud your judgment.
- The list is inexhaustible. However, if the counsel is adhered to, it will actually help to enhance the effectiveness of an organization. The adoption of the different styles or strategies of conflict resolution if properly or judiciously done can improve the effectiveness of the operations of the organization positively.

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