

ORGNL CONFLICT

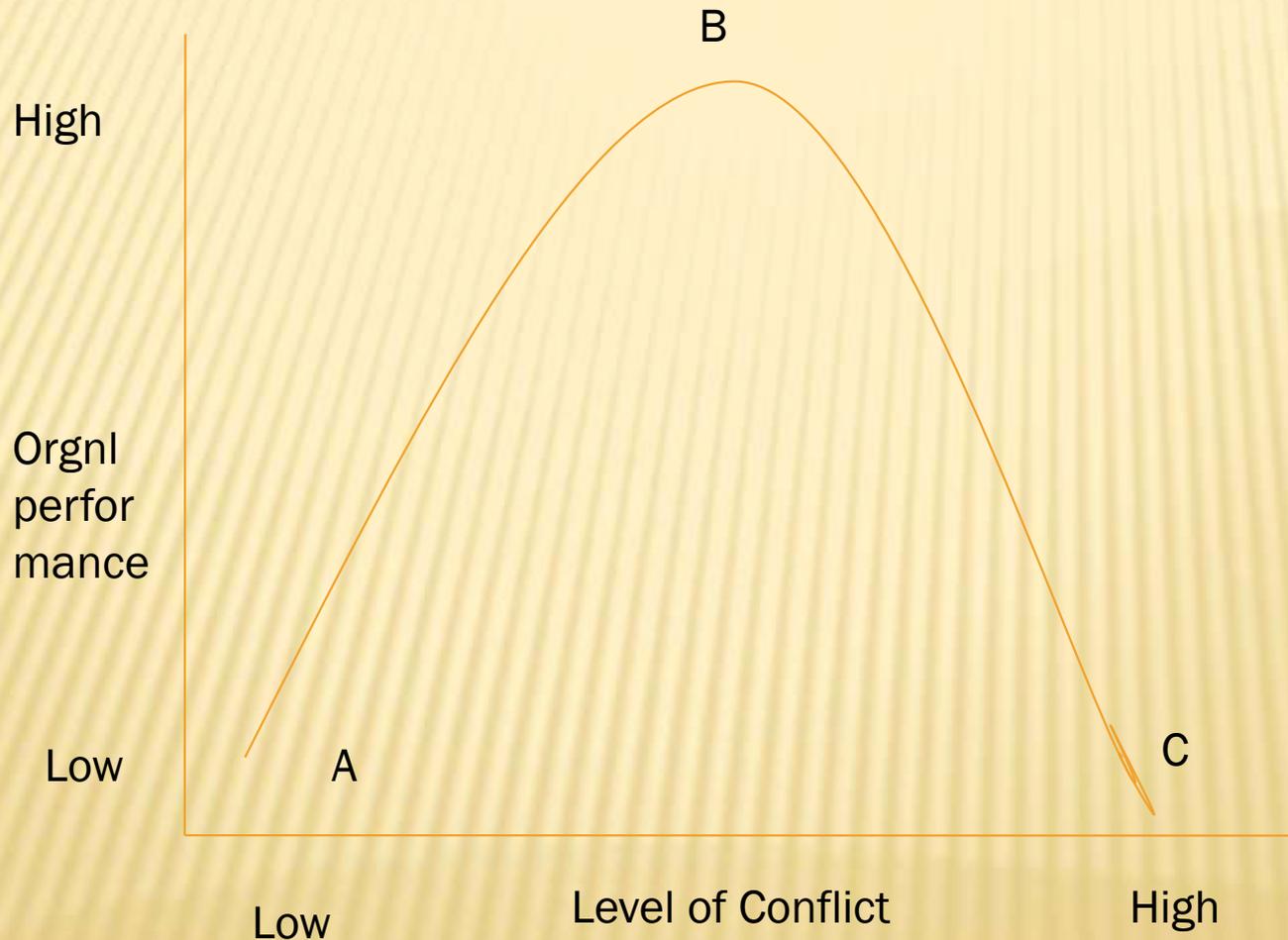
INTRODUCTION

- ✘ K.W Thomas defined conflict as “a process begins when one party perceives that another party has negatively affected or is about to negatively affect, something that the first party cares about.
- ✘ It may be disagreement or misunderstanding with others or events.
- ✘ They also may be struggle between or among incompatible interests, needs, goals, people, ideas etc
- ✘ Conflict may be understood as collision or disagreement.
- ✘ The conflict may be within an individual when there is incompatibility between his or her own goals or events.
- ✘ Conflict is difference between the perception/ expectation and reality.

FUNCTIONAL AND DYSFUNCTIONAL CONFLICT

- ✘ Functional conflict refers to confrontation between two ideas, goals and parties that improve emps and orgn's performance.
- ✘ Constructive conflict is crucial for effective functioning of orgns.
- ✘ Potential benefits of conflict are:
 1. Conflict increases awareness of what problems exist, who is involved and how to solve the problem
 2. It motivates orgnl members to consider problems.
 3. It promotes change
 4. It enhances morale and cohesion
 5. People come up with high quality decisions
 6. It stimulates interest and creativity
 7. It adds to the forum of working with others when not taken seriously
 8. Conflict provides a forum for all members of orgn to be self critical and to be critical of the orgns as a whole

RELATION BETWEEN ORGNL PERFORMANCE AND CONFLICT



THE PROCESS OF CONFLICT

1. **Latent conflict:** when 2 or more parties need each other to achieve desired objectives, there is potential for conflict. It often arises when a change occurs
2. **Perceived conflict:** this is the stage at which members become aware of a problem. Incompatibility of needs is perceived and tension begins as the parties worry about what will happen.
3. **Felt conflict:** at this stage, parties become emotionally involved and begin to focus on differences of opinion and opposing interests-sharpening perceived conflict.
4. **Manifest conflict:** at this stage parties engage in actions that help achieve own objectives and thwart those of others.
- ✘ Conflict behaviours vary from subtle, indirect and highly controlled forms of interference to direct, aggressive, violent and uncontrolled struggle.
5. **Conflict outcome:** the conflict finally results in an outcome which may be functional or dysfunctional.

TYPES OF CONFLICTS

- ✘ Intra personal
- ✘ Inter personal
- ✘ Intra group
- ✘ Inter group
- ✘ Intra orgnl conflicts

INTRA PERSONAL/INTRA INDIVIDUAL CONFLICTS

- ✘ It takes place within one individual and is normally there within every person.
- ✘ These conflicts arise due to:
 1. A no of competing needs and roles
 2. A variety of ways that drives and roles can be expressed
 3. Various barriers which can occur between the drive and the goal
 4. Attachment of positive and negative aspects of desired goals

INTRA PERSONAL CONFLICT ARISES

1. Frustration(defense mechanisms – aggression, withdrawal, fixation, compromise)
2. Goal conflict and types(approach-approach conflict, approach-avoidance, avoidance-avoidance conflict)
3. Role conflict: role is defined as the action performed by the person to indicate the occupation of his position. (role perceptions, role ambiguity)

INTERPERSONAL/INTRA GROUP CONFLICTS

- ✘ Interpersonal conflict arises when 2 or more individuals interact with one another. It can be explained through
 1. **Transactional analysis =analysis of transactions between 2 or more persons** (child ego (C), adult ego (A), parent ego(P))

Child Ego: it is characterised by immatured behaviour. Individual acts like an impulsive child. The chars are submissive or subordinate, adaptive, emotional, joyful or rebellious. (adaptive and free child ego)

Adult Ego: an individual act like a matured person. The chars are cool headed, rational behaviour, calculative, objectivity, fairness, gathering and analysing informn, logical choice etc.

Parent Ego: Individuals act like a dominating parent. Chars include protective, loving, controlling, nurturing, critical, directive, commanding etc (Critical and nurturing parent ego)

TYPES OF TRANSACTIONS

1. Complementary transactions: means if the msg sent or the behavior exhibited by one person receives the appropriate and expected response from the another person's ego state.

- ✘ Conflicts does not arise between the transacting persons in complementary transactions

- ✘ Ex:- P-C trans, A-A trans, C-P tran

2. Crossed transactions: it occurs when the msg sent or the behaviour exhibited by one person's ego state is reacted to by an incompatible ego state.

Ex:- P-A trans, P-P trans, A-C trans, C-C trans

3. Ulterior transactions: it involves atleast 2 ego states on the part of a person

They are very complicated and result in interpersonal conflict.

JOHARI WINDOW (JOSEPH AND HENRY INGHAM)

Unknown to Others

Known to Others

**Hidden
Self**

The person does not know about the others and knows about himself

**Open
Self**

The person knows about the others and himself

Known to
Self

**Undiscovered
self**

The person does not know about the others and himself

**Blind
Self**

The person knows about the others and does not know himself

Unknown
to Self

STRATEGIES FOR INTERPERSONAL CONFLICT RESOLUTION

- ✘ Complementary transactions (A-A) and (P-C) trans
- ✘ Moving towards the open self in johari window
- ✘ Emotion mgmt
- ✘ Mgmt through reason and action
- ✘ Lose-lose strategy (compromise, pay off (bribe), arbitration, beaurocratic rules)
- ✘ Win-lose strategy
- ✘ Win-win strategy
- ✘ Transactional analysis

INTER GROUP CONFLICTS

- ✘ Conflicts between two groups or depts in an orgn. It arises due to:
 1. Overlapping roles
 2. Absence of cooperation
 3. Lack of comprehensive understanding
 4. Competition for sharing the same facilities
 5. Resource crunch
 6. Lack of open minded approach
 7. Absence of collaboration between groups
 8. More concern for group goals rather than orgnl goals
 9. Resistance either to communicate or receive commn

STRATEGIES TO REDUCE INTERGROUP CONFLICT

- × Avoidance
- × Diffusion: deactivate the conflict or cool off the emotions and hostilities of the group
- × Containment : allow some conflict and point out which issues are to be discussed and how they are to be resolved
- × Confrontation
- × Believe in win-win situations
- × Information sharing
- × Free flow of communication
- × Trust and confidence
- × Collaboration
- × Team building

THANK YOU