

Organizational Conflict and Stress

Unit 5

Conflict

Concept

❖ Conflict refers to all kinds of opposition or antagonistic interaction between or among individuals and groups.

“ Conflict is defined as opposition or dispute between persons, groups or ideas ”. -
Joe Kelly

“Conflict is disagreement among two or more individuals, groups or organization”.-
Griffins

Nature of Conflict



1. Mutual exclusive goals
2. Feeling of opposite
3. Dynamic process
4. Perception differences
5. Barrier on goals
6. Scarcity of resources
7. Feeling injustice

Types/ Levels of Conflict



1. Intra-personal conflict
2. Inter-personal conflict
3. Inter-group conflict
4. Inter-organizational conflict

1. Intra-personal conflict

- ❖ Intra-personal conflict is the conflict within an individual about expected goals and roles.

2. Inter-personal conflict

- ❖ It occurs in a condition when two or more persons interact with one another.
- ❖ The main causes of the inter- personal conflict are personality differences, perceptions, clash of value and interest, power and status differences, scarcity of resources.

3. Inter-group conflict

- ❖ Inter-group conflict arises between different groups, sections or department in an organization.
- ❖ The major cause of inter-group conflict are competition for scarce resources, joint decision making, task inter-dependence, introduction to change and incompatible goals.

4. Inter-organizational conflict

- ❖ It is a conflict that arises between two organizations.
- ❖ This conflict may be related with copy-right, patent right, trade mark, false advertising, use of technology, union and the industry, government and organization.

Source of Conflict

A. Interpersonal Conflict

1. Personal Differences
2. Information Deficiency
3. Goal Differences
4. Role Incompatibility
5. Threat to Status
6. Lack of Trust
7. Organizational Changes
8. Harassment
9. Environmental Stress

B. Intergroup conflict

1. Competition of Resources
2. Task Factors
 - A. Task Interdependence
 - B. Task Ambiguity
 - C. Difference in Work Orientation
3. Status Struggle
4. Reward Conflict
5. Organizational Change
6. Organizational Climate

Approaches to Conflict Management

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graph TD; A[Approaches to Conflict Management] --> B[Interpersonal conflict management]; A --> C[Structural conflict management];
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Interpersonal conflict management

1. Accommodating
2. Collaborating
3. Avoiding
4. Compromise
5. Confrontation

Structural conflict management

1. Emphasizing super-ordinate goals
2. Reducing differentiation
3. Improve communication and understanding
4. Reduce task interdependence
5. Increasing resources
6. Clarifying role and procedures

Interpersonal conflict management

1. Accommodating

- ❖ Accommodating refers to the cooperativeness of one party to other.
- ❖ It involves minimizing difference among conflicting parties and highlighting similarities and areas of possible agreement.

2. Collaborating

- ❖ The collaborating style involves parties working together to resolve issues and problem themselves.
- ❖ It aims at clarifying differences and to come to mutual benefits.

3. Avoiding

- ❖ This approach involves one of the conflicted parties avoiding communicating about or confronting the problem.

4. Compromise

- ❖ It is a process of bargaining where the parties negotiate on the basis of give and take principle to arrive at a mutually acceptable agreement.

5. Confrontation

- ❖ In this approach, management directly handles the situation and deals with conflicting parties.

Structural conflict management

Organization structure change is also the reason of conflict in the organization.

1. Emphasizing super-ordinate goals

- ❖ It the process of minimizing the subordinate goals to super ordinate goal.
- ❖ Super ordinate goals are common objectives held by conflicting parties that are more important than the departmental or individual goals on which the conflict is based.

2. Reducing differentiation

- ❖ It is the strategies to reduce the differences that produce the conflict.
- ❖ It is the strategy to create the commonality in the same level of works and roles.

3. Improve communication and understanding

- ❖ This strategy provides prospects of communicating and understanding each others.
- ❖ When the differentiation of the parties are reduces, this strategy should be applied.

4. Reduce task inter-dependence

- ❖ Task inter-dependence is concerned with dependence of one group on another group from completing task.
- ❖ Reducing task inter- dependence is an approach of managing inter-personal conflict.

5. Increasing resource

- ❖ Increasing resource and proper allocation of such resources among members of the organization is an important approach of conflict management.

6. Clarifying rules and procedures

- ❖ The major reason of conflict in an organization is unclear rules, regulation, and working procedures.
- ❖ When rules, regulation and working procedures are clarify, there is on problem of conflict.

Resolving Conflict Through Negotiation

For resolving conflict through negotiation, it is necessary to consider two approaches. They are distributive and integrative approaches.

1. Distributive

- It is also known as competition, win-lose, and claiming value negotiation.
- In this negotiation, one side wins and another side loses.
- Satisfying your needs is important; satisfying the other's needs isn't important to you

2. Integrative

- It is also called as collaboration, win-win, create value negotiation.
- Most good negotiators will try for a win-win or aim at a situation where both sides feel they won.
- Negotiations tend to go much better if both sides perceive they are in a win-win situation or both sides approach the negotiation wanting to "create value" or satisfy both their own needs and the other's needs.

Conflict Negotiation Process

1. Preparation and planning
2. Definition of ground rules
3. Clarification and justification
4. Bargaining and problems solving
5. Closure and implementation

Functional and Dysfunctional Conflicts

1. Functional conflict

- ❖ They refer to positive forms of conflict.
- ❖ They are issue oriented and focus task and goals.
- ❖ They are administrative and technical in nature.

Positive outcomes of functional conflicts are;

- ❖ Awareness of both sides of issues.
- ❖ Improvement of working conditions due to accomplishing solutions together.
- ❖ Solving issues together to improve overall morale.

2. Dysfunctional conflict

- ❖ They refer to negative conflict.
- ❖ They consist of disputes and disagreements that hamper on organizational performance.
- ❖ They are personal in nature.

The general outcomes of dysfunctional conflicts are;

- ❖ Increased tension among members.
- ❖ High rate of employee turnover.
- ❖ Increased job dissatisfaction.

Meaning and Definition of Stress

Stress is the adverse reaction people have to excessive pressure or other types of demand placed on them.

❖ It is not a disease in itself- it is a state.

“Stress is the body’s physiological, emotional, and psychological responses to an individual’s well-being”.- Kavita Singh



Sources/ Causes of Stress

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graph TD; A[Sources/ Causes of Stress] --> B[Environmental factors]; A --> C[Organizational factors]; A --> D[Personal factors]; B --> B1[a. Economic uncertainty]; B --> B2[b. Political uncertainty]; B --> B3[c. Technological change]; C --> C1[a. Task demands]; C --> C2[b. Role demands]; C --> C3[c. Interpersonal demands]; D --> D1[a. Family problems]; D --> D2[b. Economic problems]; D --> D3[c. Personality];
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Environmental factors

- a. Economic uncertainty
- b. Political uncertainty
- c. Technological change

Organizational factors

- a. Task demands
- b. Role demands
- c. Interpersonal demands

Personal factors

- a. Family problems
- b. Economic problems
- c. Personality

Managing Stress



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graph TD; A[Managing Stress] --> B[A. Individual Approaches]; A --> C[B. Organizational Approaches];
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The diagram is a flowchart titled 'Managing Stress'. It starts with a central blue box at the top. Two arrows point down from this box to two separate colored boxes below. The left box is orange and contains a list of individual approaches. The right box is green and contains a list of organizational approaches.

A. Individual Approaches

1. Time management
2. Physical exercises
3. Relaxation training
4. Social support network
5. Behavioral self control
6. Good eating habit
7. Reduce source of anxiety

B. Organizational Approaches

1. Selection and placement
2. Managing training
3. Goal setting
4. Redesign of jobs
5. Employee involvement
6. Improved communication
7. Voluntary leave
8. Welfare programs

Thank You