# 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 scare 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



- 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;

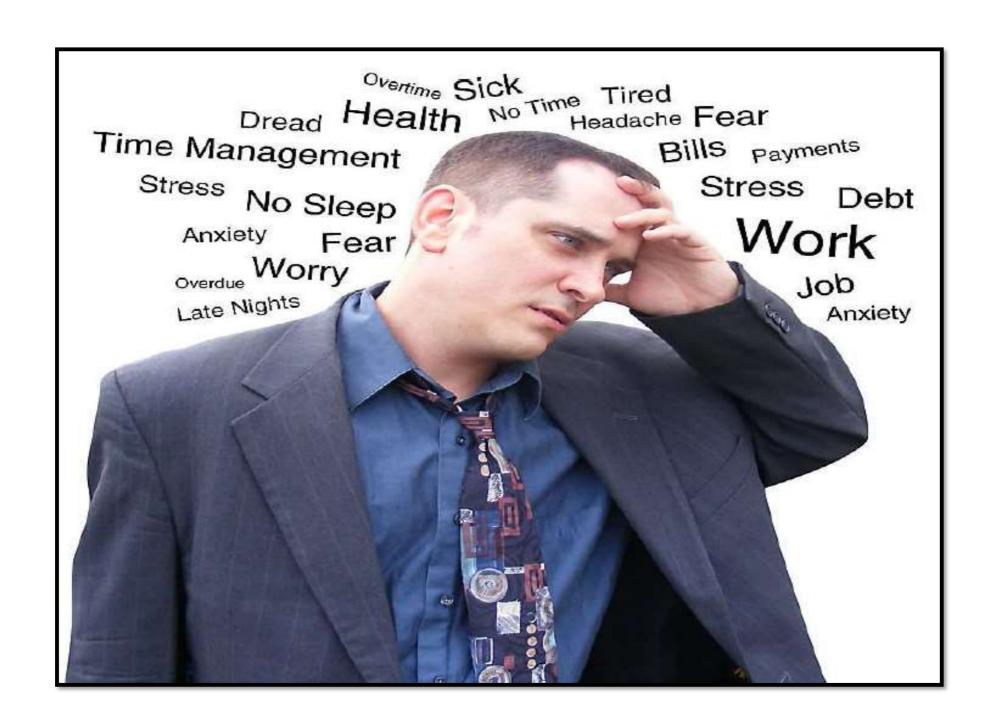
- ❖Increased tension among members.
- **♦**High rate of employee turnover.
- ❖Increased job dissatisfaction.

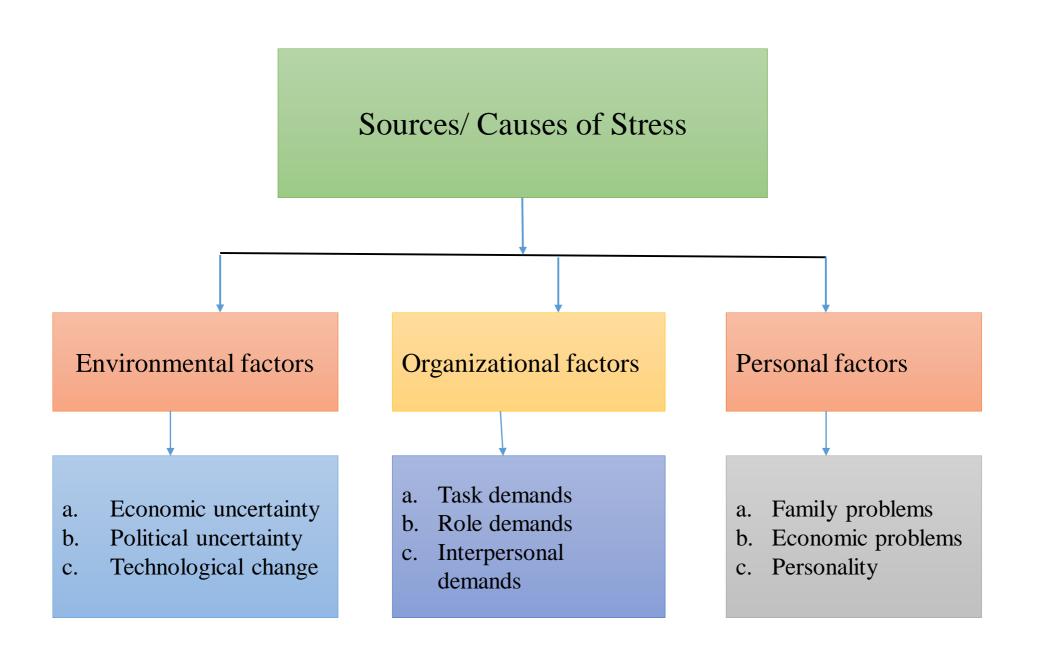
#### **Meaning and Definition of Stress**

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

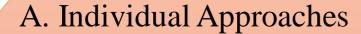
❖It is not a disease in itself- it is a state.

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





# Managing Stress



- 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