

# An Analysis of the Conflict Management Approaches in Organization: A Brief Review

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**Abstract**— Conflict can be characterized as an endeavour by people to demonstrate their understanding to their opponents, which may arise due to their differing demands, viewpoints, beliefs, values, Conflict. This research is based on the informative literature on the use of different conflict management methods in businesses. This research makes several theoretical contributions. First, evidence suggests that parties involved in a conflict may respond differently to conflict management techniques. This study's findings will add to the expanding body of literature that examines the significance of individual differences in conflict management. Second, this work aims to provide recommendations for managing and resolving conflict, thereby lessening its harmful and destructive impacts. Many ideologies in backgrounds attempt to impose their ideas in an environment that leads to Conflict. Conflict is resolved through effective leadership, improved communication, and effective negotiation, all of which contribute to a beneficial outcome by resolving the issues at hand. This paper discusses the different types of Conflict, the benefits and drawbacks, and the causes. There are other strategies for preventing and effectively managing conflicts given. This paper can be an excellent place to start for scholars interested in learning more about how conflicts affect firms. Overall, the most common type of Conflict is relationship conflict. According to the findings, managers' integrating and compromising styles are more frequent, whereas subordinates' avoiding, obliging and dominating classes are more common. The current study only focused on conflict management styles as major organizational elements; their impact on employee behaviour, attitude, performance, and reaction could not be analyzed. Future studies can back up employees' attitudes and behaviours when it comes to conflict management techniques.

**Index Terms**— *conflict management, organizational behavior management, diversification strategy, conflict and negotiation.*

## I. INTRODUCTION

Conflict is one of the most predictable outcomes of people working in social situations. Conflict

management is the practice of decreasing Conflict's harmful and destructive potential by implementing various strategies and working with and through the people involved. The majority of conflict theories use merely a psychological and a monetary philosophy to perceive and regulate Conflict. Conflict is a well-studied and defined subject. Conflict can have negative results (dysfunctional Conflict) or positive results (functional Conflict), depending on the situation and the individuals involved [1]. Employees' personal and social life cycles are influenced by the study of human life, which is regarded as one of the most critical factors. In reality, employees perhaps faced some difficulties in their family life or social life.

### *A. Forms of Conflict in Organizations:*

We definitely will not prevent Conflict at work as long as you have any contact with others. The majority of us are affected by Conflict in some form or another every day [2, 3]. It is because everyone contributes their own set of ideas, ambitions, values, beliefs, and needs to the table, and it is these variances make teams so strong. Even when the degree of Conflict is minor, these same inequalities inevitably lead to Conflict. Some of this Conflict directly impacts us, while others we may merely observe. However, it all affects us somehow, just as it does on the organizations we belong to it. We may notice differences from time to time, regardless of the Conflict, but one thing is constant: Conflict at work is unavoidable. Therefore, it is critical that we understand how to handle it effectively and, perhaps, even acknowledge its potential benefits.

The presence of accurate strategies can be helpful to decreasing and controlling environmental problems and improving organizational behaviours amongst employees [4]. One of the influential organizational factors that play an imperative role in the workplace and affect employees' attitude and performance is conflict management styles[5]. However, before

realizing the significance of conflict management styles, it is necessary to understand Conflict and its form. Organizational challenges related to structure, procedure, or employees are, in fact, the source of Conflict. By way of explanation, the Conflict was determined as an underlying human phenomenon that appeared at the workplace [6]. Conflict can take many different forms in an organization, including interpersonal, intrapersonal, intergroup, intergroup, and inter-organizational disputes. Kinney shows that the emergence of Conflict is caused by cross-cultural Conflict [7]. When individuals collaborate with another group with different cultural identities and beliefs, this helps groups typically. However, it has been found that reaching a more profound understanding with this group of people is complex, and it takes time to become acclimated to each other's Conflict. When there is a conflict, the relationship weakens, indirectly impacting the output, working environment, and overall goal.

#### *B. Interpersonal Conflict:*

Interpersonal Conflict in an organization emphasizes the interaction of human elements. We are interested in these factors in the context of a dyadic relationship. Individual differences, such as personalities, attitudes, values, perceptions, and other factors, can lead to Conflict. It could be both substantive and emotional [8].

#### *C. Intrapersonal Conflict:*

Intrapersonal Conflict is the most challenging type to evaluate and handle since it is internal to the individual (but its repercussions can significantly impact organizational functioning). Intrapersonal Conflict is defined as a clash between two opposing tendencies. Individuals may suffer difficulties and enable their conflict scenario to manifest in various behavioural patterns ranging from indifference and boredom to absenteeism, excessive drinking, or destructive behaviour in such a setting [9].

#### *D. Intergroup conflict:*

The conflict between the groups might occur. It can be among members of various teams or organizations. In companies, intergroup Conflict is relatively widespread, making task coordination and integration extremely difficult. The Conflict between functional groups or departments in corporations, such as

marketing and manufacturing, is a classic example. One strategy to prevent such tensions and promote more innovative and efficient operations is to deploy cross-functional teams and task groups more frequently [10].

#### *E. Intragroup Conflict:*

Intragroup Conflict refers to disagreement that occurs within a group or team. Task conflict and Relationship conflict are the two categories of intragroup Conflict. Task conflict refers to the sense of debate among group members or individuals over the content of their decisions, and it includes differences in viewpoints, ideas, and opinions. Task conflict, for example, can arise over the distribution of resources, methods or rules, or the interpretation of facts. Individuals' annoyance and enmity are part of relationship conflict, perception of interpersonal incompatibility [11].

#### *F. Interorganizational Conflict:*

Interorganizational Conflict is a type of Conflict that happens between two or more organizations. Interorganizational conflict can be exacerbated by competition. For example, inter-organizational Conflict can arise as a result of corporate takeovers, mergers, and acquisitions. According to Ikeda, interpersonal disputes among coworkers or superiors and intergroup disputes among various areas of an organization are examples of organizational conflict. In companies, there are two types of Conflict: vertical and horizontal. Standing Conflict occurs between groups of people at various levels of the hierarchy, such as supervisors and salespeople. In contrast, horizontal Conflict happens between people at the same level, such as managers in the same company. Because these elements equalize in equivalent hierarchical levels, inequalities in status and power between groups are generally higher in the vertical Conflict than in the horizontal Conflict [12].

Individuals at lower organizational levels strive to avoid confrontations with higher hierarchical levels in vertical Conflict. Pondy observed that senior management peers are more likely to identify internal Conflict amongst their groups than those in lower positions. It occurs due to the highly connected factors with goal and objective achievement when procedures are clearly defined and stable environment. Conflict variables are likely to be more related to personality,

autonomy reasons, functional interdependence, and status in these conditions [13].

#### *G. Person-Group Conflict*

In this situation, a person may choose to challenge the norms or rules of behaviour that govern group membership. When allegations of waste, fraud, or corruption are levelled against this individual, and the matter is examined, the employees involved feel frightened [14].

Moreover, realizing their behaviour and personality play critical roles in the environment, specifically at the workplace [15, 16]. Managing Conflict efficiently in the workplace or day-to-day life is a challenge that everyone, regardless of their position, experiences daily. As a result, conflict management entails a comprehensive understanding of Conflict, its causes, the conflict period, and the conflict management styles and attitudes involved [17]. This paper examines the extent of organizational Conflict, the variety of consequences that Conflict has on the organization and looks for conflict management and resolution strategies.

#### *H. Research objectives :*

This research highlights the main vertical confrontations and possible solutions for resolving these conflicts by addressing correspondence concerns. This research follows three main objectives:

- To characterize and analyze the types of conflicts that arise as a result of a lack of internal communication,
- Find different ways to manage it properly by controlling the dysfunctional elements of the Conflict while facilitating its productive aspects.
- Classify the critical function of conflict management techniques in the workplace and their impacts on employee self-concept.
- Improve efficiency or performance in organizational situations.

### II. CAUSES OF CONFLICT

Conflicts arise between managers and subordinates, labour and management workgroups, and the organization and its external environment in an organization. Organizational Conflict can be caused by a variety of factors, including the following:

#### *A. Personality Differences*

Individuals with opposing attitudes and actions are sometimes assigned to work together. Conflicts may arise if they overlook the demands of others. Also, when management skills are not courteous in introducing changes and processes, differences in individual perceptions might produce disputes.

#### *B. Communication Barrier*

Conflict emerges as a result of communication stumbling blocks. According to Ohanmu (2002), communication means transferring meaning from the source to the receiver. Thus, it is the process of importance being passed from one person to another. Communication ambiguity leads to significant issues and misunderstandings, which can lead to Conflict.

#### *C. Conflicting Interest*

Conflicting interests may arise as a result of organizational members' differing agendas. Conflicts can also occur due to immature behaviour on the side of many management staff and employees.

#### *D. Scarce Resources*

The resources available to an organization are not always sufficient. People, money, supplies, and time, all required to fulfil all of the needs, maybe in limited supply, resulting in disputes. Furthermore, when an individual seeks out some mutually valuable resources in the short collection, the resulting or growing competition may result in Conflict.

#### *E. The Administrative Styles*

If an administrator's administrative style is autocratic, it is likely to be a source of Conflict. For example, conflict arises when management makes appointments and promotions without consulting and collaborating with the unit heads.

### III. CONFLICT MANAGEMENT IN ORGANIZATIONS

Conflict management refers to understanding conflict, its triggers, the conflict cycle, and the CMSs and behaviours. The goal of conflict management is to keep violence between two parties to a minimum. As a result, it encompasses any actions taken before, during, or after a conflict to reduce its impacts and ensure that all parties live in peace and lawfully conduct themselves. Igbinoba sees conflict

management as a term that refers to an unresolved dispute [18]. It is a technique for resolving disagreements. According to Aghedo, conflict management is an umbrella term (Aghedo, 1999). Conflict management is a phrase that refers to a procedure that reduces Conflict and so leads to a positive change in behaviour. It systematically deals with the causes, symptoms, dynamics, transformation, containment, settlement, and resolution. Houseman perceived conflict management as a difference between relevant and irrelevant ideas [19]; As a result, managers must arbitrate to guarantee that conflicts are addressed, and misconceptions are avoided. Mediation is vital because it aims to assist people in resolving their misunderstandings and individuals who have misunderstandings about conflict management. The structure of an organization fuels conflicts situations that is not effectively managed can become dysfunctional or destructive. The following are some strategies for dealing with structure-based Conflict:

*A. Superordinate goals:*

A superordinate goal is an organizational aim that is essential to both parties in a disagreement than their individual or group goals. Individuals and groups cannot attain their objectives on their own. The attainment of objectives necessitates both sides' participation. A superordinate purpose transforms a conflict between departments into amicable exchanges, fosters positive attitudes, and seeks mutually suitable solutions.

*B. Reduce interdependence between groups:*

One of the critical reasons for Conflict is interdependence. Through unifying workflow, it is required to identify and clarify poorly specified and poorly ordered interdependencies. This workflow can be configured to either increase or reduce interdependencies. Another possibility is to make the two units completely self-contained.

*C. Increase resources:*

Conflict will arise when the interests and requirements of two or more parties outnumber some of the resources available for allocation. Instead of making random and last-minute allocations, this Conflict can be avoided by planning ahead of time for the suitable distribution of such resources.

*D. Mutual problem solving:*

It is one of the most widely utilized methods for fostering cooperation. It necessitates the contending parties to examine and define the problem, comprehend each other's perspectives, and reach a rational and objective solution through mutual interactions.

*E. Formal authority:*

When two groups are at odds, senior management might utilize their authority to mediate the disagreement.

*F. Conflict Management Styles and Nepotism*

Nepotism is a type of favouritism shown to relatives, such as granting them jobs based on their relationship rather than merit [20]. Different study orientations in organizational behaviour and political science have helped to define nepotism more precisely. Different perspectives are identified, such as, for example, the employment of a family member by the owner or manager of a business, the occupation of a spouse of an existing employee, or in a political setting, putting one's family members into political positions of favour, and finally the employment of an individual associated with an existing employee, other than the owner of the organization [21]. In general, nepotism is defined as favouring someone based on a shared affection for a particular group with the decision-maker rather than on individual talents and knowledge. Accordingly, nepotism can be identified as a form of Conflict of interest, relating to a situation where a person would use his or her position of power to create an opportunity favouring a group member [22]. Nepotistic habits can be found in almost every culture in various ways. In the United States, belonging to a specific fraternity, club, or attending a particular university may bias others with similar backgrounds. In Italy, nepotism takes network recommendations for jobs, positions, business dealings, and political and religious associations. This leads to the "world in the middle" being used to benefit particular interests, leading to corruption and crime. In the Middle East, tribalism pervades most civilizations, favouring nepotism based on tribe networks and religion. Nepotistic behaviour can easily be related to both conflict creation and management. Favoritisms toward in-group members have been reported to increase Conflict in an organizational setting due to perceived or actual differences of treatment among

participants to a given organization [23]. In The Middle East, one of the primary forms of nepotism is represented by "waste". As Cunningham and Sarayrah (1993) explain, Wasta refers to situations when relationships between people are used to achieve goals through linking middle people who share expected benefits, favours, interests, background, or characteristics.

Similarly, in the United Kingdom, the term "pulling strings" describes gaining favours through networks, which can be long-term connections like family or short-term connections like acquaintances. It entails the use of a middleman who distributes a specific benefit to a particular party. This advantage can be reciprocal, or a favour repaid. According to Van de Vliert et al. (1993), a blessing may be done according to the relation of tribal background and origin. The primary use of Wasta back in the 1930s was for conflict management, after which it evolved like any cultural aspect [24]. Still, nowadays, Wastas are used to deal with complex conflicts, particularly between tribes[25]. Wasta is frequently depicted as a symbol of corruption. Still, some authors see him as beneficial to society. He gives "individuals a sense of belonging to a social entity that provides unconditional acceptance and assistance to the novice in solving problems that are commonplace to someone more experienced. "These functions are positive for the individual and society" [24]. Because Jordanians are deeply embedded in society, it is believed that their attitudes on nepotism will play a significant role in influencing their conflict management approaches. Surprisingly, no research has examined the association between nepotism and conflict management style preferences; hence, the following general research topic is offered.

#### *G. Thomas-Kilmann Conflict Styles*

We definitely cannot avoid Conflict that can have a harmful or beneficial impact on organizations (The foundation Coalition). In Agreement with Thomas-Kilmann, there are five different ways of conflicting. Despite individual characteristics and differences in contexts, i.e., every configuration of situation and actors is different, individuals tend to adopt specific patterns or styles when managing conflict situations [26, 27]. It divides conflict management styles into two unique dimensions: self-interest and concern for others. The concept of self-interest describes how

much a person works to achieve and satisfy their objectives. Combining these two dimensions is represented in the five different styles or behaviours of handling Conflict [28, 29] dominating (also referred to as competing or Religious motivation, contending), obliging (also referred to as yielding or accommodating), integrating (also referred as problem-solving or collaborating), avoiding (or inaction), and compromising.

- accommodating,
- avoiding,
- collaborating
- competing and
- compromising.

The explanations of the five conflict styles are discussed below:

1) Accommodating; this is when one agrees to a great extent, even if it is to the detriment, and work against one's own goals, objectives, and desired outcomes. When the other side is more experienced or has a better solution, this strategy is very effective. It is also an excellent way to keep track of future interactions with the other party.

2) Avoiding; This is when we try to avoid dealing with the problem. As a result, we are unable to assist others in achieving their goals and ambitions in life. When the issue is insignificant, this is more effective. It is also dependable when dealing with a challenging situation. It is also helpful when the environment is stressful, and people need to provide some breathing room for calm to reign. Although things may sometimes settle themselves, "hope is not a disaster," and avoidance is not a smart long-term strategy.

3) Collaborating: When people work together or form a team with the other players to complete both assignments. It is how one can get out of the "win-lose" mindset and into the "win-win" philosophy. It can be beneficial in difficult situations where a clear solution is required. It could also include reorganizing the challenge to provide more space and opportunity for everyone's input. The limit is that it requires a high level of trust and significant time and information to bring everyone on board and evaluate all differing viewpoints.

4) Competing, This is known as the "win-lose" strategy. People behave very assertively to achieve their aims without seeking an agreement with the other party, which may be to their detriment. This strategy is appropriate for emergencies when the timing is correct or when swift, decisive action is required and people are informed and supported.

5) Compromising; This is a "lose-lose" situation where neither party truly understands the other's position. It necessitates a level of boldness and support that is modest. It could be appropriate in instances if one requires a quick solution or both parties have realistic goals. The concern is that bargaining is used as a quick fix when collaboration might yield a better result.

Each side attempts to pursue its interests, with significant concern for self and a low care for others in dominant conduct. When there is much competition, this strategy follows a win-lose method. There is no cooperation between parties, and the main aim is to win at any cost to satisfy personal concerns, regardless of the circumstances of others. The accommodating style refers to "giving in to the opponent" [30] and manifests when there is low concern for self and deep concern for others. Avoiding involves a lack of respect for one's well-being and the well-being of others, and it is defined by avoiding confrontation with the other party over the problem. The integrating style is used when the parties concerned seek to integrate their interests to establish a standard solution. This style is characterized by a high level of self-awareness and a high level of care for others. As a result, communication and collaboration are required to develop mutually acceptable solutions. Finally, the compromising style represents a moderate effort to pursue one's interests and a moderate effort in helping the other party also to achieve their outcomes. Therefore, the compromising style refers to "settling through mutual concessions" [30]. That is, both parties give up something to reach a satisfactory conclusion. This five-part taxonomy derived from the dual concern model has been widely criticized due to concerns over its comprehensiveness [31].

#### IV. STAGES OF CONFLICT MANAGEMENT

Conflict can be broadly defined as the situation where parties perceive that their goals or interests are incompatible or in opposition [32, 33] maintain

conflict management has a wide application. Larson states that the significant feature of conflict management is an attempt by the status quo to manage the dispute or avoid escalation of the Conflict [33]. The process of addressing or eliminating the source of the argument is referred to as "conflict management." In this study, conflict management refers to methods and procedures for both containing (managing the Conflict) and resolving (resolving the dispute). Conflict management, according to Aghedo (2011), can take place in three stages, namely:

- pre-conflicts,
- conflicts and
- post-conflicts.

Pre conflict stage:

A third party (peacemaker) intervenes to try to settle the conflict before it turns physical. It, he claims, is a proactive conflict management stage in which Conflict is foreseen, and efforts are made to resolve causal grievances so that escalation does not occur. The pre-conflict management stage is also significant and desired since the expenses associated with violent Conflict can be avoided.

Conflict stage:

Third parties are currently seeking to promote peace and end animosity amongst parties involved in ongoing crises. At this level, conflict management implies that attempts to resolve the dispute at the pre-conflict stage either failed or were unsuccessful.

Post-conflict stage:

According to Aghedo, efforts at this stage are made by third parties to ensure sustainable peace after the initial Conflict has ended to avoid a recurrence of Conflict in the future. Following a conflict usually takes the form of economic reconstruction and peace-building. In addition, the complaints that started the initial Conflict must be thoroughly examined, victims must be compensated, and offenders must be brought to justice to ensure long-term peace [34]

Conflict management is the repeated practice of identifying and resolving conflict in a realistic, rational, and well-organized manner. In reality, conflict management needs some skills such as effective interaction, problem-solving, and negotiating, focusing on interests that lack attention,

leading to bad behavioural reactions at the workplace [35]. Dispute resolution minimizes the negative aspects of issues and emphasizes the positive aspects of the Conflict's circumstance. According to the critical role of conflict management, distinguishing its styles and knowing the position of each class is super essential [36]. In this regard, their definition and improving knowledge about them should be determined as the first step [37]. Likewise, avoidance style referred to not paying attention to the Conflict and not taking any performance to resolve it [38] and taking a compromising approach to resolving a problem by recognizing a half satisfactory solution to both sides but not wholly acceptable neither.

Furthermore, the collaboration style cooperates with the other party to distinguish their concerns and state people's concerns to discover a wholly and mutually satisfactory solution [39, 40]. When it comes to conflict resolution, a range of theories are investigated. One of these theories is the theory of Marx that is related to the present study and somehow derived from the Thomas-Kilmann Model [41]. Marx's Theory of Conflict described Conflict as a given and focused on behaviours tied to it. In truth, the theory discussed the conflict between manager and employee[42].

## V. METHODS OF HANDLING CONFLICTS

A conflict style, or behaviour, is a general pattern of actions and behaviours an individual adopts to handle Conflict situations [43, 44]. In other words, the conflict management style adopted results from our decisions when aiming to manage the Conflict. The primary model used in categorizing conflict management behaviours is the dual concern model [45, 46]. The stages of conflict resolution, which involve conflict management approaches and tactics, are commonly divided. Conflict style inventories are authorized to be used by teachers, trainers, mediators, organizational consultants, and human resource managers in their work to help people see and improve their conflict responses. People aware of their personalities are more likely to realize that they have options regarding handling conflict. Because each style has its way of engaging with others when they disagree, style understanding can also help people satisfy the requirements of individuals. Pace (2003) highlights that people traditionally view Conflict as it is convenient for them. Burke highlights Blake and

Mouton five conflict management styles [47], which are;

*The competitor:* A person who hazily achieves their aspirations or aims at the expense of others exemplifies this. The competitor sees losing as a sign of weakness while winning is a sign of strength.

*The collaborator:* This strategy, often called the Problem Solver, implies that it downplays the significance of winning and losing. Instead, the collaborators' goal is to discover a mutually accepted or authorized solution to the group's difficulties.

The third is *the compromiser*: This guy attempts to help groups at the expense of individuals since he sees everyone as a loser in the struggle.

The fourth is *the accommodator*: According to the beautiful helper, anyone who owns this approach is non-assistive. He ignores his personal needs, wants, and ambitions to maintain a cordial or tranquil tone inside the group; he is obliging.

The fifth style is known as *the avoider*: It views Conflict as an entirely negative entity, also known as the impersonal compiler. As a result, the individual seeks to avoid confrontation.

Organizational management strategies Conflict's causes, origins, and settings are as varied as Conflict's causes, sources, and backgrounds. Whether done by the parties in Conflict or by an outside party, conflict management aims to affect the entire structure of a conflict situation to contain the destructive components of the conflict process (e.g. hostility, use of violence) and assist parties with incoherent behaviour.

Smoothing: "conflict management" refers to the process of resolving or eliminating the source of a conflict. In this study, conflict management will be explored in both contained (conflict control) and fixing methods and techniques. Organizational management techniques, Conflict can be caused by a variety of factors, sources, and events. Conflict management aims to affect the entire structure of a conflict situation to contain the destructive components of the conflict process (e.g. hostility, use of violence) and assist parties with incompatible goals

to agree, whether undertaken by the parties in Conflict or involving outside intervention [48]. This technique is also known as the accommodation, yielding or obliging technique. Smoothing entails having a low amount of concern for one's well-being while having a high level of respect for others. It is a management style in which CEOs prioritize the demands of others over their own. The administrators hope to avoid Conflict by limiting disagreements with other parties while being accommodating. The administrator is hesitant to express his views, views, and opinions. It promotes common interests while simultaneously bringing candid acknowledgement of fundamental or imagined differences to a low point. Smoothing occurs when one has low regard for one's own group's claims but a significant concern for the interests of others. In the smoothing Conflict, the importance of human relationships is stressed [49].

**Forcing:** Situation in which one individual or a group strives to gain complete dominance. When it comes to resolving conflict, people are not afraid to utilize violent behaviour. Individuals believe that Conflict is determined when one person wins and the other loses, and they want to be the winner, resulting in a win-lose situation. Winning offers one a sense of accomplishment and pride. When swift, decisive action is required, this approach is acceptable.

**Cost Cutting, Confronting:** Strong cooperative and assertive behaviour is referred to as confronting style. It is a win-win strategy for resolving interpersonal conflicts. The individual who is facing has a strong desire to maximize joint outcomes. According to someone who adopts this method, conflict is natural, helpful, and can lead to a more creative solution if handled appropriately. Demonstrate trust in others, and Conflict is dealt with to everyone's satisfaction. When both sets of concerns are too significant to be compromised when the goal is to learn, build commitment by merging concerns into a consensus and deal with sentiments that have inferred a relationship, confronting style is the most practical way to achieve an integrative solution.

**Competing or dominating:** Puts one's interests ahead of the other's - demonstrates a high self-interest and a low other-interest. Collaborating or Bargaining to satisfy both parties demonstrates a high level of self-

and other interest. Accepting the interests of the other person first allows for high self-interest. Refusing to disengage or ignore the Conflict leads to a lack of self-and other-interest. Finally, negotiating: To give up something in exchange for something demonstrates a balance of self-and other-interest. There are differences in these techniques, distinctions among the styles representing a mix of self-and other interests. For example, Oetzel and Ting-Toomey (2003) distinguishes conflict management style as dominating, avoiding, or integrating, with the latter presumably encompassing, collaborating, compromising and accommodating. According to Hocker and Wilmot (1998), conflict management is a means of planning to avoid conflict where necessary and organizing to settle the Conflict where it is seen as quickly as possible. Conflict management has been studied using a variety of ways. In one popularly used paradigm, a person's conflict management style is seen as representing the degree to which they are encouraged by two non-exclusive goals: reaching one's interest and getting another person's interest [50]. Tinsley (2001) related factors in negotiating by reference to a power, claims, or regulations. Morris et al. (1998) centred on the competing and preventing styles. In line with that, Thomas Kilmann (1974) has begun some significant ways of using people use to deal with conflict matters, which are:

- 1) Preventing; Uncooperative and uninformed actions are also referred to as the LOSE-LOSE process. People try not to be concerned about them. Over time, these tactics are likely to exacerbate the Conflict.
- 2) Accommodating: This is often referred to as a LOSE - WIN strategy. It suggests that people are submitting to the opinions of others. However, by neglecting other people's needs and concerns, this strategy frequently leads to Conflict inside the individual. It is also known as the WIN-LOSE approach and is a dominant technique.
- 4) Compromising; A WIN SOME-LOSE approach is a way to resolve problems involving finding a middle ground. This strategy satisfies both parties to an acceptable degree.
- 5) Collaborating; Strong, assertive, and cooperative behaviour are other terms for the same thing. Again, it is best to take a give-and-take strategy. Collaborating



is a win-win situation when it comes to resolving conflicts.

#### Role of Bargaining and negotiations in managing Conflict:

Because it is hard to prevent disputes in the workplace, managing them to become valuable and practical is necessary. Strategic Conflict can be controlled through negotiating and negotiations. Negotiation entails an open discussion of problem solutions, with the result frequently being an exchange in which both sides work toward mutually beneficial outcomes. There are five basic bargaining styles: Conflict avoider, Accommodator, Compromiser, Problem solver and Competitor. The type of negotiating technique used by both parties in a conflict affects interactive communication. There are two practical approaches to bargaining: distributive Bargaining and integrative Bargaining. Distributive bargaining is a strategy in which one party's interests directly conflict with those of the other. It is a win-or-lose situation when it comes to negotiations. Integrative negotiation is a strategy in which the parties focus on making their goals attainable. Integrative negotiation is a win-win approach that focuses on the merits of the issues. Both sides have a good attitude, are aware of one another's needs, and are committed to building long-term relationships [51].

#### The Role of Third parties in resolving Conflict:

Third parties are likely to become engaged and expected to assist in conflict management when the disputants cannot handle the problem. There are four types of third party negotiators:

**Mediator:** The most popular method of conflict resolution is mediation. It entails an independent, unbiased person assisting two persons or organizations in reaching a mutually agreeable solution. Mediation is not a prescriptive process. It helps the parties in making headway in settling their disputes. It does not make decisions or predict outcomes. There is no formal authority for mediators. Both parties' trust determines the success of mediation in the mediator.

**Arbitrator:** Any approaches or strategies utilized by a mediator can be used by an arbitrator. The Arbitrator has the power to impose a solution to the Conflict.

**Conciliation and Consultation:** Rather than mediating or arbitrating, the third party can provide conciliation [52-54] or consultation (Fisher). These both are less formal than mediation or arbitration and are more voluntary. However, there is evidence that consultation [55] and conciliation [56] help manage conflict because of their non-assertive nature.

#### Conflict management styles for Men and women

Conflict management styles are distinct from men's [57]. Indeed, many studies have found that males are usually more prone than women to adopt the dominating style [58-60]. These findings were later confirmed by several other studies [61]. However, there is less unanimity in the research about how women deal with Conflict in general. Some have found that females are more likely to choose the compromising style [58, 62]. Others have found that other preferred styles, such as accommodation and avoiding [63]. The many features that each gender possesses can be linked to differences in conflict management approaches. Males, for example, are shown to be more assertive, aggressive, and in charge of their environment than females. As a result, guys use the dominating style more frequently. On the other hand, females are deemed to be warmer, friendlier, and more socially sensitive. In general, both males and females tend to use conflict management styles that parallel their gender-role expectations [64]. As a result, those in dominant positions may be more likely to use collaborative approaches to manage family problems. In contrast, persons in lower societal positions may be more likely to comply when addressing disagreements out of respect for others. Future research could look into whether these stylistic preferences differ depending on the respondents' social standing.

#### Effective communication strategy and job effectiveness

Effective communication is an excellent conflict-management method. It is a procedure in which all of the information that groups require is conveyed to them promptly. Because it has been seen that poor communication leads to misunderstandings and, ultimately, confrontations, effective communication plays a significant role in conflict management. Communication has to be clear and precise to avoid conflicts [65]. Organizations must hold meetings with

all levels of their workforce at all times. They would be able to explain corporate policy and listen to employee concerns and concerns in this manner.

Furthermore, management should not be swayed by rumours. Each time a talk emanates, it must be confronted with relevant facts communicated to all levels of units, departments and organizations. Ogonor (2004) posited that conflict resolution is meant to change the attitude and perception of disputants and enables them to obtain new information and engage in creative Problem-solving through the perception and "reframing" of the conflicting situation using controlled communication. There are certain links between effective communication and the success of teachers' jobs, according to research.

#### *Effective Communication Can Be a Proposal of Conflict Management:*

The feedback: There is probably no more critical ability than receiving detailed and accurate input regarding the influence of their message on others throughout the time spent enhancing execution correspondence. It is widely understood that when a message is delivered but no input data is received, the news is completed but not indeed sent. Thus, directors need to assist receptors (representatives) in expressing their reactions while ensuring whether the message was correctly seen or not, raising questions, and listening to requests. Formal and Innovative Socio-Economic Trends Must Be Addressed in Organizational Correspondence.

Casual Correspondence: When shown to the degree that does not go beyond sound judgment, simple correspondence can be a step forward for formal communications. Significantly when an association is being rebuilt, streams carry their unintentional input.

#### *Establish formal procedures*

- Individual performance targets are linked to the general business strategies in explaining plans, so everyone participates.
- The key to involving employees in decision-making is to listen and consult them.

#### *Reward fairly and work safely*

Pay is always on people's concerns. For example, consider computer usage, smoking, stress, and drug use, as well as noise, dust, and pollutants.

#### *Develop new skills*

Build relationships that add value to the organization by effectively responding to change and building trust between employee representatives and management. Managers should attempt to provoke Conflict on occasion by fostering divergent viewpoints and recognizing personnel and units/departments for good performance. To resolve conflict, it needs to proper communication mechanisms should be implemented. For example, if there are any arguments among employees, they should be reported to management, who should obtain statements from all parties involved, brainstorm the problem, and provide recommendations.

#### *Analysis and Interpretation of Results:*

The dominant model that emerged in the literature to explain the CMSs is the dual concern model [66]. This framework divides conflict management styles into two categories: concern for self and respect for others. Concern for self refers to how much a person tries to fulfil their interests, while concern for others refers to how much a person tries to help the other party's interests. The results of a case study of Malaysian and Thai employees at Top Glove Corporation found that both Malaysian and Thai employees favour the avoiding and compromise strategies; accommodating and collaborating are next, followed by competing. Accordingly, scholars have identified several styles that individuals adopt to respond to Conflict [67, 68]. Avoiding occurs when a solution to a conflict is sought by avoiding confrontation with the other party, forcing occurs when parties attempt to manage the Conflict by pushing for their own needs at the expense of the other, and problem solving occurs when a solution is sought jointly by taking into account the interests of all parties. More recently, comparing ten cultural clusters showed that power distance was positively and significantly related to an avoiding style and a forcing style[69]. Thus, managers should devise various tactics for resolving and managing disputes as they arise before they become unmanageable.

## V. CONCLUSION

Origination is the division of social entities into hierarchies, departments, and individuals. Conflict management is a little-studied topic that is also one of the most pressing challenges in today's tumultuous

situation. This study adds to our knowledge of how cultural and religious factors influence conflict management techniques. The current research contributes to this by analyzing conflict management style preferences from a theoretical perspective, expanding on earlier research. In any organization, there will always be comparisons, competition, and conflicts between units and subunits. The omnipresence of Conflict is a hallmark of each of the seven. The impact and consequences of unattended Conflict at the workplace would argue for immediate attention to the resolution of the conflict rather than a careful and systematic approach to investigating the underlying causes of Conflict [70]. Furthermore, management has a long history, and it should begin with the family, then society, and finally the workplace. However, in certain circumstances, this management faces Conflict and appears to be struggling. In other words, conflict management is a social situation amongst individuals who disagree with fundamental issues related to the organization or show hostility to each other. It could trace on attitudes and behaviours of humans in his/their existence[71]. Moreover, management has a long history, and it should begin with the family, then society, and finally the workplace. However, in certain circumstances, this management faces Conflict and appears to be having issues regarding conflict management that need to be resolved tactfully.

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