

SUBJECT: Educational Management & Administration-Elementary. (SC4)
Human Resource Management
Dept of Education
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TOPIC: Management of Conflict And Stress 1

Management of Conflict:

Like stress, conflict is also a part of life of an individual and organisation. According to Wendell French, “conflict in the organisation consists of opposing behaviours between two or more people or groups who have incompatible goals.”

Meaning and Definition of conflict:-Conflict is an interpersonal process that arises from disagreements over the goals to be attained or the methods to be used to accomplish them. It is a situation in which two or more parties feel themselves in opposition. Conflicts arise because of confrontation of ideas, objectives and the individuals or groups of them that are responsible for improvement in performance of the organisation.

Types of conflict:-

Conflict can occur at three levels:

Intrapersonal conflict:

This conflict arises within an individual, because there is competition in business world or you can say that everywhere in the world. E.g. A manager may take up the role of providing better facilities to the employees, and at the same time may be responsible to reduce the operating the costs.

Interpersonal Conflict:

This conflict arises because of disagreement between two persons in an organization. It happens because difference of personality or temperaments among two or more individuals. E.g. it may be failures in communication among the people. Such conflicts pose a major problem because; they threaten the self-esteem and self-image of a person. Such conflicts may damage the relationships between people in an organization.

Intergroup Conflict:

It takes place when one group such as a department disagrees with another group. Due to the difference in viewpoint or thinking and honesty towards the organization intergroup conflict take place. A major cause for intergroup conflicts is competition for scarce resources. E.g. production department may want to install

latest machinery and the marketing department may want to invest in setting up showrooms and organization able to satisfy only one department idea.

Managers have to spend much of their time in resolving conflicts between employees or groups of employees.

- Conflict affects behaviour ,performance and job satisfaction.
- Conflict arises because of disagreement.
- Conflict can exist between two managers or executives of two different departments or two groups of employees of the same organisation.
- The conflict cannot be resolved unless third impartial party interferes or both coming together and hold a talk.
- The parties in conflict try to embarrass or frustrate each other. Conflict differs from competition.
- In conflict there is interference with each other and there is a problem to reach or agree to the goal.
- Conflict cannot be avoided.
Causes that lead to conflict such as
- organisational structure,
- differences in values,
- perceptions, and objectives etc.
- which are to be dealt in skillfully to ease away conflict so that maximum performance can be achieved from all the human resources of the organisation.

Conflict can be visibly seen through arguments, fighting brooding etc.

For managing conflict

- one must understand the situation
- pursue the parties in conflict to reconsider their perceptions
- and come to compromise.
- So a compromise formula
- successful pursuance of the parties and
- taking them into confidence.

In doing so organization's interests should not be sacrificed.

The result of conflict may arise as positive or negative on the basis on how those involved choose to approach it. There are four

conflict resolution mechanism or strategies mostly appear in the world.

- **Avoiding**
- **Smoothing**
- **Forcing**
- **Physical or mental withdrawal from the conflict.**

Accommodating the other party's interests.

Using power tactics to achieve a win.

Confronting – Facing the conflict directly, and working it through to a mutually satisfactory resolution.

The above approaches can be grouped into three basic conflict management mechanisms:

1. Win/Lose Strategy:

This approach eliminates the conflict by having one individual “win” over the other. In other words, an individual achieves his goals at the expense of others. Thus it can be said that this strategy may not allow maintaining good human relations.

2. Lose/Lose Strategy:

This view eliminates the conflict by having both individuals “lose” something. Instead of negative results faced by both the individuals, this technique can eliminate conflicts. It can be apply in three basic ways:

- **Compromise:**

In it both the parties are asked to compromise. Each person involved must “give in” to the other.

- Here third party is going to take decision how to resolve the conflict. This view often gives result in problem solving solution.

- **Arbitration:**

Rules and Regulations: Following general rules and regulations can also resolve a conflict which may lead to lose/lose situation.

3. Win/Win Strategy:-

The aim of technique solves the problem instead of not shift the blame on others.

The following issues are involved in this approach:

- Listen to all points of view.
- Define the basic issues.
- Create an atmosphere of the trust among all involved.
- Belief that problem will be solved on merit and not through

- personal or political influence.

This technique gives us appropriate solution that all parties accept it and, hence improves good human relations.

If conflicts are resolved it leads to effective functioning of the organisation otherwise it may result in distortion of interests of the organisation.

There are certain benefits arising out of conflicts.

They are:

1. Conflicts create awareness in respect of the problems faced by the organisation, they can then be solved on time.
2. Conflicts bring about change.
 - They bring injustice,
 - inefficiencies and
 - other defects to surface.
 - The corrective measures can be taken through appropriate changes.
2. Conflicts involve opposition of ideas and views. Through this opposition better ideas are evolved leading to correct decisions.
3. Conflicts make the people curious to evolve new creative ideas or better performance and solutions to the problems with the rival groups. This helps in stimulating creativity among employees.

If issues involved in the conflicts are of principles then it becomes difficult to resolve because parties will prefer to stick to their principles but if these issues are divisible and basic principles are not involved in it then the conflict is easy to resolve.

If the size of stake is larger the conflict is difficult to resolve, on the contrary small size of stake is easy to resolve.

If the third party interferes, who is impartial, trusted, prestigious, neutral and powerful, then conflict can be easily resolved,

(Please refer to websites for more information)

WRITE NOTES ON :How to manage conflicts and stress at work?

Next Topic will be **MANAGEMENT OF STRESS:**

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