

A Literature Review: Conceptual Conflict Management in an Organization

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Abstract: *Conflict is inevitable in groups and organizations based on the complexity and dependence of organizational life, some theories have argued about whether it is harmful (negative conflict) or beneficial (positive conflict) to the organization. The conflicts that occur within every organization to date are also unavoidable, both intra-personal, interpersonal, intragroup and intergroup conflicts. Among these rare conflicts are intergroup conflicts, if they occur in intergroup conflicts would be very detrimental to the organization because it deals directly with outsiders or stakeholders. So in the discussion of the integration of this journal from the results of research both in literature, qualitative methods, quantitative methods and multiple methods, the author tries to more deeply about conflicts that occur in intragroup (in the organization / group).*

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1. Introduction

Conflicts cannot be avoided in groups and organizations based on the complexity and dependence of organizational life, some theories have argued about whether it is dangerous (negative conflict) or beneficial (positive conflict) towards the organization. Theory of experts has suggested that conflicts that occur in organizations make losses to organizational functions (Pondy, 1967; Brown, 1983) and focus more on their attention in causes and conflict resolution (Schmidt and Kochan, 1972; Brett, 1984). Lately, researchers have sparked the theory that conflict is useful under several situations (Tjosvold, 1991; Van de Vliert and De Dreu, 1994).

The need to resolve or resolve conflicts causes people to find ways to change the ways that apply in carrying out tasks so that the process of conflict resolution can stimulate the emergence of positive changes within the organization. One of the serious problems faced is the tendency of conflict which causes efforts to divide efforts towards achieving organizational goals that can cause psychological burden on employees. Various kinds of studies conducted by people have shown evidence that opinions that clash with each other lead to "hostile feelings" or tension and anxiety. This feeling of "hostility" is the result of the threat of important goals and beliefs by conflict. Ross Stagner (Mitchell, 1987) argues that conflict is a situation, where two people (or more) want goals that according to their perceptions can be reached by one of them but that cannot be achieved by both parties.

Empirical research on the effects of conflict within groups and teams has reflected contradictions found in theoretical literature. Findings have shown that conflict is associated with a reduction in productivity and satisfaction in groups (Gladstein, 1984; Wall and Nolan, 1986) and that the

absence of disagreement in the management team and group decision making are related to improving performance in groups and organizational levels (Bourgeois, 1980; Schwenk and Cosier, 1993).

Conflicts that occur within each organization to date are also unavoidable, both conflicts occur in intra-personal, interpersonal, intragroup and intergroup (Muyiwa adeyemi, 2012). Among the conflicts that are rare are intergroup conflicts, if that happens in intergroup conflicts it will be very detrimental to the organization because it deals directly with outside parties or stakeholders. So in the discussion of journal integration this time from the results of research both in literature, qualitative methods, quantitative and multiple methods, the author tries to be more in-depth about the conflicts that occur within the intragroup (in organizations / groups).

2. Conceptual Conflict Management

2.1 Type and Dimension of Conflict

The first step, in reviewing intragroup conflict is to identify type and dimensions of intragroup conflict. The types of intragroup conflicts are:

- 1) Relationship to conflict (relationship conflict),
- 2) Task conflict (task conflict) (Karen A. Jehn, 1992), Dan
- 3) The conflict process (process conflict) (Karen A. Jehn, 1997).

The three types are considered different and are distinguished by group members. Relationship conflict focuses on interpersonal relationships, task conflict focuses on the content and purpose of the work, and process conflicts are focused on how tasks will be achieved. Relationship conflicts arise when there are interpersonal conflicts between group members, which specifically

contain tension, annoyance, and disruption between members in the group. Task conflicts arise when there is disagreement between group members about the content of the work being carried out, including differences in points of view, ideas, and opinions, while process conflicts arise when groups argue that about who and what to do work, completion of tasks that require more time long ago, members were disturbed by uncertainty about the conflicts that were generated, the injustice that they often expressed the desire to stop or separate from the group.

Type of conflict according to Guetzkow and Gyr (1954) is affective conflict and substantive conflict. Where affective conflict refers to conflict in interpersonal relationships, while substantive conflict is a conflict involving group assignments. Furthermore Priem and Price (1991) distinguish between cognitive, conflict-related tasks and social-emotional conflict, which is characterized by disputes between not directly related to the task. Coser (1956) hypothesis conflict is goal-oriented, where individuals pursue certain advantages, and emotional conflict, which is projected frustration with interpersonal interactions.

While the dimensions of the conflict according to Karen A. Jehn (1997) in the results of her research identified four different dimensions of conflict that have an impact on group performance:

- (1) Negative emotionality
- (2) Acceptance norms
- (3) Positive resolution potential
- (4) The importance of increasing the effects of conflict

2.2 Causes of Conflict

There are several common causes of intragroup conflict. A number of factors can cause intragroup conflict according to Muiyiwa Adeyemi (2012):

1) Rare Resources

When resources are limited, the potential for conflict in each organization is increased. Such scarce or limited resources may include organizational operational funds, office space, machinery, among others. Writing on these factors, Robbins (1987) and Bartol and Martins (1998), shows that potential increases further, if members of the pool pool of resources are available when the needs of other units are satisfied

2) Individual differences

Difference in personality, experience and values makes conflict possible. The more heterogeneous members of an organization, the less likely they are to work smoothly and cooperatively together.

3) Interdependence tasks

This refers to situations where individuals or groups depend on each other for assistance, information, compliance or other co-coordinating activities to accomplish their tasks adequately. According to Robbins (1987) the relationship between task interdependence and indirect conflict. He explained that the former raises the intensity of relations between units. While Bartol and Martins (1998) identify two types of interdependence tasks, which are situations where one individual or work unit is highly dependent on another,

the second form of interdependence task is mutual interdependence, which is a situation in which individuals or work units interdependent.

4) Low formalization

Regulations under rules and regulations reduce conflict within the organization. This is because the tasks expected by individuals and groups are usually explained in clear terms. On the other hand, where formalization is low, there is a tendency for jurisdictional misunderstanding to take place.

5) Nature of the Reward System

The nature of the reward system in an organization can cause conflict situations. Where the reward system encourages competition when collaboration is needed for success, conflict can arise among individual or group workers.

6) Distortion Communication

Breakdown in communication due to distortion or lack of communication often causes dislike of parties, disbelief, or feelings of anger towards others. A clear case of communication distortion is vertical communication. As information is passed up and down the hierarchy, it is vulnerable to ambiguity and falls. Also, distortion occurs at the horizontal level. Robbins (1987) suggests that less different units know about each other's work, which lacks collaboration that will take place. And the lack of knowledge can cause unreasonable demands between units.

7) Objectives of Non-compliance

Because of the needs, members of the organization, often pursue goals that are somewhat different from each other, so setting the stage for conflict to occur.

8) Strategies and Conflict Solutions

To deal with the various conflict situations identified above, a leader must try to adequately examine the causes of the conflict, before the situation escalates and eventually falls into a crisis situation. The resolution strategies that can be taken are Conflict Intervention, Resolution Tactics, Structural Conditions, Relationship Quality and Moderate Task Conflict (Brett, 1984; Brown, 1992; Lewicki, Weiss, Lewin, Thomas, 1992), conservative strategies with conflict tolerance and innovative change structural (Andreas Walker and Christof Breitsameter, 2012).

Solutions that can be pursued according to (Muiyiwa Adeyemi, 2012) include:

1) Negotiations

To implement this conflict resolution strategy effectively, managers must take the following points very seriously:

- a) Managers must prepare for negotiation sessions;
- b) Parties to the conflict and problems must be kept separately;
- c) Managers must focus on issues; results
- d) Win-win must be in the interests of organizational managers (Fisher and Ury, 1996).

First, preparing for a negotiation session is about preparing physically (neutral, comfortable work space that is conducive to discussion), and mental (researching problems from all sides). Getting put the manager prepared at an

advantage from the start as a manager like that is equipped with an objective view of the situation and the flower contains. Second, guarding the party and the problem of separating, is about focusing on the process rather than the person. Third, managers must focus on and issues in the field of interest rather than position. And finally, work towards a solution where both parties with conflict situations feel as if they are winners must be the goal of each session. Although, it is not realistic to think that every conflict can be resolved in such an ideal fashion, it is a worthy goal that requires hard work, creativity and a sound strategy to achieve.

2) Competition

This is a win-lose orientation where the desire to work together is low and firmness is high. In other words, it involves winning situations for party conflicts at the expense of others. That is, one party victory and the other lost. This strategy is suitable for use by managers when fast decisions are very important or when no popular decision can be found.

3) Accommodation

This strategy involves solving conflicts by letting the wishes of other parts apply. Basically, managers voluntarily allow other parties to have their way rather than continuing conflicts (Bartol and Martin, 1998). This strategy is the opposite of competition where high cooperation and firmness are low. This strategy is desirable when it is important to calm the party, when this problem is of lesser importance or when the party is found to be wrong in matters related to conflict.

4) Collaboration

This involves struggling to resolve conflict situations by designing solutions that allow both parties to the conflict to achieve the desired results. This strategy is believed to be acne negotiations where parties to the conflict win. This strategy is when both firmness and high cooperation and concern both are very and equally important. Collaboration always involves a high level of creativity in developing solutions that are in accordance with the needs of both parties involved in the conflict.

5) Avoid

This is a conflict resolution strategy that involves either firmness or cooperation. This involves ignoring or suppressing conflicts in a society that either fizzles away or does not become too distracting. Such a strategy is usually reserved for problems too trivial to waste more time or used as an initial strategy to allow "cold" parties or when others might resolve conflict more effectively (Fisher and Ury, 1996).

6) Share

This is a compromise where middle assertiveness and collaboration stand out.

2.3 Impact of Conflict that Occurs in an Organization

Conflicts that occur will have an impact on performance and satisfaction, whether it has a positive or negative effect. Therefore, conflicts are important to be managed or known

as conflict collaboration management. Conflict collaboration management has both short-term and long-term significant benefits for organizations and individuals in a variety of situations. Although managing cooperative conflict requires sufficient intellectual, emotional, and relational abilities, executives, professionals, and workers have all shown that they can discuss their differences openly and constructively (Dean Tjosvold, 2008). In order for conflict to have a positive value, intragorup among individuals must understand each other, combine ideas to solve problems and be constructive (Dean Tjosvold, 2008). Work with others and manage conflict inseparably; dealing with conflict is not a separate activity from work. Our study shows that people not only continue to be confronted with conflict, but that they must manage conflict to work successfully in accounting, marketing, human resources, information systems, and other functional fields (Tjosvold, Leung, & Johnson, 2006). The next section requires accounting time as an example of a functional area that requires conflict management.

The results of empirical research Karen A. Jehn (1992 and 1997) show that conflict will be beneficial depending on the type of conflict itself and the structure of the group in terms of type of work, job dependence, and group norms. Relationship conflicts and task conflicts negatively affect individual satisfaction, the wishes of members in the group, and the intention of members to stay in the group. In groups that are carrying out routine tasks, disagreement with work will disrupt group functions. Conversely, in groups that do non-routine tasks, disagreement about work does not have a disturbing effect, and in some cases, such as disagreement is actually beneficial. Contrary to expectations, norms encourage to open discussions about conflicts that are not always profitable. So the norm if it is associated with an increase in the number and intensity of relationship conflicts, then they do not increase the ability of members to deal with conflict constructively. Process conflicts have a direct negative impact or relationship with group performance: the low level of process conflict is positively related to performance, while higher levels are increasingly detrimental to group performance.

The results of other studies show that at a high level of team identity, the task is interdependent and is related to the cooperative style of conflict management, which in turn fostered team performance. Team management conflict style was not mediated between the interactive influence of interdependence and team tasks identity on team performance. (Anit Somech, Helena Syna Desivilya and Helena Lidogoster, 2009).

Further findings indicate that moderate relationships conflict tasks conflict-team relations performance. In particular, the relationship is a conflict that is low, but is a linear and negative relationship when conflict is high. The results for team satisfaction are more conflicting, relationship conflict between negative relationships, conflict between task and team-member satisfaction. (Shaw, J.D., Zhu, J., Duffy, M.K., Scott, K.L., Shih, H.A., & Susanto, E., 2011).

3. Conclusion

Organizational managers must be equipped in the performance of resolving conflicts in their companies because this will bring work collaboration that will lead to achieving organizational goals. In this case, a conflict resolution program that will provide education to organizational managers must be put in place.

The reason for the conflict resolution program according to Muiyiwa Adeyemi (2012) is as follows:

- a) The process of solving conflict resolution problems (negotiation, mediation and consensus decision making) can improve the organizational climate.
- b) Training strategies Conflict resolution reduces violence, vandalism, chronic absence and suspension.
- c) Training in negotiation, mediation and consensus decision making encourages a high level of citizenship activity.
- d) Conflict resolution training improves skills in listening, critical thinking and basic problem solving skills for all learning.
- e) Conflict resolution education emphasizes looking at other perspectives and resolving differences peacefully - skills that help one to live in a multicultural world.

Based on the results of the integrity of several journals, there are several important points regarding the limitations of the research results, namely:

- 1) This research only looks at and reveals the problems of conflict that occur.
- 2) The shortcomings in the study do not reveal and explain how the process of resolving the conflict occurred
- 3) The methodology inherent in the approach. First, the cross-sectional nature of data is limited to the extent that the author's logical explanation can be convincingly supported by the data, the data are mostly self-reported, and therefore become biased. More controlled settings. Third, relating to the uniqueness of the sample, which consists of R & D teams in high-tech organizations whose tasks might be characterized by relatively high interdependence.
- 4) Level of "control" all groups perform the same task and the procedure does not cover all the typical aspects of control
- 5) Most of the variables are collected at one time point.
- 6) Replication with larger samples will overcome stability problems and help build consistent size effects.
- 7) The results of effectiveness may differ greatly across time, and team members tend to have an indication of their team's performance when they complete the conflict questionnaire.
- 8) Cannot describe causal dynamics.
- 9) Limitations of data prevent researchers from using specific controls for task types, task interdependence, and individual level variables, such as effectiveness.

While the reference for conducting further research is:

- 1) In-depth study of the processes that occur to make an individual conflict within the organization.
- 2) Studies are carried out in various village organizations so that we will know clearly the conflicts that occur, because the cultures and individuals of each organization are very different.

- 3) The study goes deeper into the process of resolving conflicts.
- 4) Future research might examine this transformation process in other contexts, and focus on the effects of various types of conflicts on individual and group outcomes.
- 5) Future research is very important because the low number of conflict transformations identified in this study may be a methodological artifact — when conflicts change shape, they are usually coded as new conflicts.
- 6) The models and data presented here make some basis for future research including effective management, stimulation, and organizational conflict resolution in groups.
- 7) Develop a conflict-positive organization, or at least an organization where conflict is discussed openly and understand each other, mutually needed.
- 8) Discuss questions and examine their implications for team performance.
- 9) This research is likely to be a low variant public method because the criteria variable (team performance) is obtained from different sources (team leader)
- 10) Investigate the consequences over time in organizational work groups in natural settings to prevent mine causality. In fact, it is suggested that these groups have different levels of agreement regarding tasks and relationship conflicts in different periods of their group life, with asymmetry occurring mainly at the beginning of group life.
- 11) An important area of future research will examine the role of group leaders and sue others for power and status in a group
- 12) Future researchers must include a close assessment of team conflict time that is formed to isolate the inverse causal effect.
- 13) Can combine conflict processes and other potential moderators such as behavior conflict management and trust teams
- 14) Additional studies may correct deficiencies in measurement; Other researchers might extend the investigation, predictors and consequences of conflict disputes and asymmetry

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