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# HOW TO MANAGE THE ORGANIZATIONAL CONFLICT IN THE ASPECT OF PEOPLE MANAGEMENT

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# CCT College Dublin

## Assignment Cover Page

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# **HOW TO MANAGE THE ORGANIZATIONAL CONFLICT IN THE ASPECT OF PEOPLE MANAGEMENT**

Daniele Agostini dos Santos

2019440

May 2020

Dublin – Ireland

## ABSTRACT

This work aims to analyze how organizational conflicts interfere in interpersonal relationships in the work team, since, due to the constant search for success, companies require a lot from their employees, placing them in times of anxiety and stress, influencing disagreements and conflicts. For the study in question, a bibliographic search was carried out. Books, articles, theses and monographs were used, in order that this work may enable an aid in the construction of knowledge about the theme of conflicts, a subject rarely addressed in contemporary times, being essential to a good corporate performance.

It is concluded that the conflict is inevitable nowadays and that the reactions of the individuals will vary according to the way in which the conflict is managed. There is no universal method of management, but one that best fits each situation.

Keywords: Organizational conflicts. Conflict management. Types of conflicts

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## 1. INTRODUCTION

In the current world scenario in a social context of globalization, where capitalism, negotiations, the exchange of information and communication are part of daily life, the clash of different cultures, customs and habits, have brought up the conflicts, which would be caused by goals, ideas and dissenting thoughts of people, groups and organizations, which, although they may have common goals, may have diverging ideals and values.

One of the great differentials within the companies are the people who work in it, contributing for the company to be competitive in the current market, which suffers from the instability of the economic scenario. Due to competition and constant changes, the agility with which the company responds to the scenario is a determining factor for it to triumph in the business, which requires a lot of flexibility from its employees. In the search for success, companies require a lot of their employees generating situations of high anxiety and stress so that the focus (success) is not lost. In these situations, the plan does not always go as expected. People differ in the way they think and act when facing certain cases, which directly influences decision making and problem solving. These individual differences cause conflict, leading to incompatibility and differences in the interpretation of the facts. Conflicts need to be handled effectively, so that possibilities for action, growth and development are created, without affecting the company's productivity and profitability.

Lately, the conflict is seen as a stimulator, awakening action plans, new ideas and opinions. However, it can also be seen as a diffuser of discussions and dissatisfaction with employees. Considering these two aspects that can act positively or negatively within the company and directly influence human behavior, the general objective was defined to ensure that managers are trained to choose the best resolution strategy according to the conflict profile.



## 2. CONFLICTS

According to studies by Robbins (2009), conflict is a process that begins when one party realizes that the other party affects or may affect, negatively, something that the first considers important. Martinelli and Almeida (2014) say that the term conflict derives from the Latin *conflictus* and means the struggle of those who fight, disagreements and discussions accompanied by injuries, the basic element of action that is developed due to a divergence of opinions, which can trigger positively or negatively. For Chiavenato (2010), the word conflict is linked to discord, dissonance, controversy or antagonism. However, Martinelli and Almeida (2014) state that the term conflict almost always denotes unpleasant situations, among which competition, opposition, incompatibility, disharmony, disagreement, struggle and discussion.

For Vecchio (2008), conflict is an inevitable product of organizational life that is neither desirable nor undesirable, which can generate positive results if well managed or affect performance if treated in the wrong or ignored way. Conflict is the result of the inequalities that exist between people who are unequal and organizations that are also unequal with each other, conflicts are reactions obtained from the interaction between different thoughts, styles, desires and ambitions, it is a discussion and a competition that is linked in the process of joining these differences (Chiavenato, 2010).

The conflict is defined by Griffin (2006), as a personality clash between two people, based on differences in attributes, preferences, age, race, ethnicity, interests, values and styles that leads to opposition or resistance, which can lead to an increase in some tension. In short, conflict is the identification process in which one of the parties involved realizes that their efforts and interests spent in carrying out their tasks are being confronted and negatively affected by the other party involved. (Friedrich and Weber, 2014)

It is notable that the opinion on the conflict differs between the authors. Some claim that the conflict has two sides. Being them, negative and positive. Everything will depend on how it will be conducted. From another perspective, some authors cite only the negative side and make it clear that the conflict will always be harmful to both, the company and people.

### 3. CONFLICT AND ITS TYPOLOGIES

Within organizations there are several types of conflicts.

Berg (2015) argues that there are three types of conflicts: personal, interpersonal and organizational.

- Personal conflict - it is how you deal with yourself. A conflict cannot be satisfactorily managed externally until it has internal control over itself;
- Interpersonal conflict - is that which occurs between individuals, when two or more people face a situation differently;
- Organizational conflict - this type of conflict is not based on a system of personal principles and values, but on the result of constantly changing organizational dynamics, many of which are external to the company.

Chalvin and Eyssette (1989) also highlight 3 types of conflicts, they are: social, traditional and individual.

- Social conflict - organized by union structures and dependent on the mobilization of employees in the company;
- Conflicts are traditional - because they belong to the history of companies and many firmly believe that they will never end;
- Individual conflicts - they are the problems of an individual in relation to another, in the normal coexistence of work.

Friedrich and Weber (2014), highlight and emphasize three more types of conflict, which are: discussion, competition and conflict. The discussion and the competition are completely healthy and beneficial, since the conflict is presented as harmful and damaging.

The author also highlights two suggestions for managing conflict resolution.

- The existence of a shared leadership, with confidence and confidence among the members of the group, leading them to openly present not only the facts, but also their impressions about the situation;
- Issues should be addressed in such a way that the objectives are clarified and the discussion focuses on known facts, the goals to be pursued and the methods to be used.

Carvalho (2015) points out that there are several types of conflicts, they are intrapersonal, interpersonal, intergroup and interorganizational, but the most common in organizational relationships are interpersonal and intergroup conflicts. The interpersonal gives more emphasis to the behavior of the protagonists, while the intergroup gives more importance to the environment in which they develop.

According to Robbins (2009) the conflict can be functional or dysfunctional.

- Functional conflict - related to the task and the process. It is one that generates benefits for the organization and for the individual;
- Dysfunctional conflict - is related to the relationship. It is the one that undermines the goals and objectives of the organization.

Dubin (2003) reinforces that functional conflicts are good and support the group's objectives, improving their performance in a constructive way for the organization, dysfunctional ones are the ones that hinder the good development of the group, in a destructive way for both the group and for the company.

Functional conflict occurs when the interests of the organization are reached through dispute or disagreement, promoting higher levels of performance, with increased motivation, creativity and constructive changes to solve the problem, whereas dysfunctional conflict occurs when disagreement and the dispute harms the execution of the organization's goals, causing

disagreements, non-constructive discussions and waste of time and energy that are absorbed by the conflict. Functional conflict, if well managed, brings benefits to the organization, such as: better choice and decision making, increased communication, spontaneity, productivity and creativity. Dysfunctional conflict is described as generating negative and destructive consequences, generating wasted energy, time spent and neglecting the organization's objectives, aiming only at its own well-being (Friedrich and Weber, 2014).

According to Chiavenato (2010) the benefits generated by functional conflicts are:

Figure 1: Consequences of Functional Conflict

Increased group cohesion	Increases cohesion
	Stimulates group identity
Innovation	Awakens feeling of energy
	Stimulates interest in discovering new solutions
	Stimulates creativity
Changes	Draws attention to existing problems
	Avoids more serious problems
	Acts as a correction mechanism
Changes in relations between conflicting groups	Leads the conflicting group to seek a solution to their differences
	Encourages cooperation and collaboration

Source: Adapted from Chiavenato (2010).

According to Chiavenato (2010), the negative consequences of dysfunctional conflict are:

Figure 2: Consequences of Dysfunctional Conflict

Frustration	Hostile individuals
	Feeling of tension
Loss of energy	Energy generated from the conflict is spent on itself
	Conflict becomes more important than work
Decrease in communication	Communication barriers
	Inefficiency of organizational activities
Confrontation	Behavior that harms the organization
	Negative influence on relationships between groups

Source: Adapted from Chiavenato (2010).

#### 4. EVOLUTION AND DEVELOPMENT

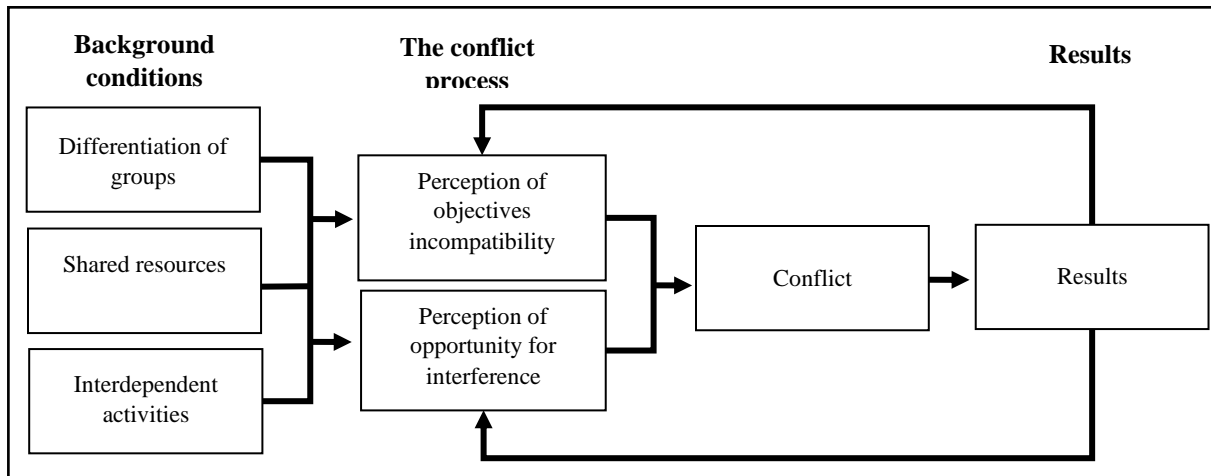
According to Martinelli and Almeida (2014), the conflict can arise from the experience of frustration of one or both parties, of their inability to reach one or more parties.

McIntyre (2007), refers that the conflict exists in the workplace is not an unknown fact, but it is a subject that is not easily assumed. Organizations are often ashamed to admit that conflict exists within their facilities; they think that the existence of conflict represents a failure on their part, a relative “loss of control” over their employees, being an indicator that the organization is not functioning well. The idea remains that the existence of conflict in a team reveals a lack of solidarity, of collaboration and that, therefore, it is something that should not exist. Thus, many organizations do not want to admit the existence of conflict, which is seen as a negative situation.

Carvalho (2015) states that there are certain antecedent conditions in organizations that provide conflicts and are inherent to their nature. Figure 3 represents a model of intergroup conflict in

which three antecedent conditions that tend to create conflicting perceptions between individuals and groups, perceptions that, in turn, can effectively lead to conflict.

Figure 3: Intergroup Conflict Model



Source: Adapted from Carvalhal (2015)

According to Martinelli and Almeida (2014), a conflict often arises as a small difference of opinion, which can often worsen and become frank hostility that leads to a destructive conflict between two people.

Wagner & Hollenbeck (2003), define that the conflict is a process of opposition and confrontation that presupposes the presence of interdependence, political indeterminism and divergence. It can be managed through bargaining and negotiation or resolved by restructuring interdependent relationships through the use of various mechanisms for decoupling or linking units.

When referring to the subject, Friedrich and Weber, (2014), still describe the levels and evolution that the conflict can reach:

- Level 1 - Discussion - it is usually rational, open, objective;

- Level 2 - Debate - at this stage, people can start making generalizations and looking for patterns of behavior. The degree of objectivity begins to decline;
- Level 3 - Achievements - both parties demonstrate a great lack of confidence in the path chosen by the other party;
- Level 4 - Still images - preconceived images of the other party are established. A little objectivity is shown and the positions start to become fixed and rigid;
- Level 5 - “Loss of face” - it becomes difficult for each party to withdraw, as this characterizes “keeping your face on the floor”;
- Level 6 - Strategies - communication is restricted to threats, demands and punishments;
- Level 7 - Lack of humanity - destructive behaviors often start to happen. Groups begin to feel and see themselves as less human;
- Level 8 - Nerve attacks - self-preservation becomes the only motivation. Individuals or groups are preparing to attack and be attacked;
- Level 9 - Generalized attacks - there is no other way but one side winning and the other losing.

The mentioned model can be applied in several types of conflicts. What defines the level reached is the complexity and the attempt to resolve each situation and those involved. For the conflict to be resolved, it is important to clarify to the parties that it exists, only then can it be resolved and perhaps become something positive for both / groups. The most important thing in this situation is not to let it grow and take on bigger and perhaps devastating proportions. Many conflicts are caused simply because one party erroneously infers the other's intentions. (Robbins, 2009)

## 5. EFFECTS OF THE CONFLICT

Martinelli and Almeida (2014) affirm that we should not be afraid of conflict, but we must recognize that there is a destructive and a constructive way of proceeding at such times.

As already mentioned, conflict can offer advantages and disadvantages for the company and for the individual. Originally, everything will depend on who is managing this conflicting moment.

Martinelli and Almeida (2014) emphasize that intense negative feelings can bring hasty and unreasonable conclusions about the reasons, attitudes and intentions of the other, and reduce contact between people, understanding the conflict beyond its original problem, leading to a break in the relationship.

The authors Martinelli and Almeida (2014) still emphasize that destructive conflicts happen when:

- People feel dissatisfied and unmotivated;
- It diverts people from dealing with the issues that are really relevant;
- Leads people or groups to become uncooperative with each other.

Martinelli and Almeida (2014) clarify that, if conflicts generate profound disagreements, disruption of relationships, focus on positions and disregard for the needs of negotiation, conflict can be considered destructive.

Stopping to analyze that the conflict also has its positive side, we can conclude that it can improve people's performance and income and, consequently, promote improvements in the work environment and relationships. A moderate degree of specific conflicts can stimulate new ideas, promote healthy competition and energize behavior. (Griffin, 2006).



Good conflict is a strange idea for many. However, it is possible to consider conflict even with what is necessary for the healthy interaction of social groups, as it offers opportunities to find constructive ways to balance the satisfaction of the needs of those involved (Friedrich and Weber, 2014).

According to Martinelli and Almeida (2014) conflicts can be constructive, when they help to open the discussion of an issue or result in a problem that is being solved, contributing to increase the individual level of interest and involvement in an issue, as well as people can discover skills that they have, but that have not yet manifested themselves.

If the manager knows the origin and the effect that the conflict can cause, he can act with coherence and assertiveness, promoting the well-being of the parties and thus avoiding possible injustices. McIntyre (2007) states that conflict is the engine of social development and that its effects are positive, whenever we know how to manage it properly, in order to establish increasingly cooperative relationships, and to seek to achieve an integrated solution to the problem, for the benefit of both parties.

Figure 4: Potential Positive and Negative Effects

Positives	Negatives
Fosters the understanding of the counterparty's arguments.	It destroys the morale of groups and organizations.
It is an antidote to group thinking.	It induces each opponent to make hostile assignments to the other.
It allows to recognize ignored problems.	It causes a decrease in satisfaction levels.
It allows the merits of the different ideas, proposals and arguments to be tested.	It increases the levels of tension and stress, and can cause health problems (physical and psychological).

It leads to new approaches to the problem, allowing long-standing disagreements and conflicts to be resolved.	It polarizes groups and individuals, deepens and widens differences.
Facilitates the sharing of views and the understanding of the counterparty's values and objectives.	It hinders cooperation.
It can induce the motivation and energy necessary to perform tasks better.	It impoverishes the work coordination process.
Generating diversity of points of view, it increases the likelihood of creative and innovative ideas and solutions to the problems generated by environmental turbulence.	It causes retaliatory and irresponsible behavior.
Each person or group gains a greater understanding of their own position in the discussion (they are forced to articulate their points of view and unveil the arguments that support it).	It creates suspicions, suspicions and negative stereotypes about others.
It facilitates innovation, change and adaptation.	It diverts energies from the most important tasks (the objectives of the organization and individual satisfaction are subordinated to the struggles between the containers).
Each container increases its identity (individual, group and organizational).	Takes the organization into a "political arena complete".
Increases loyalty and cohesion within each rival group.	It generates a "paranoid" climate.
It can facilitate the integration of opposing interests.	It causes distortion in communication.
It challenges the <i>status quo</i> . It makes the organizational climate more exciting.	It generates a climate characterized by the zero-sum orientation.
It allows to release tensions.	It ruins the career of some people.

If it is constructive, it can generate greater acceptance of agreements and decisions.	Increases absenteeism and turnover levels.
It strengthens interpersonal relationships when it is resolved constructively.	Reduces organizational commitment.
Reduces social laziness.	Leaders move from participatory leadership styles to directive styles (aiming to maintain firmness in the work environment).
It is an opportunity for people to form and express their needs, opinions and positions. It helps them to resolve their internal (intrapersonal) conflicts.	It causes impasses and delays in the decision-making process.
People learn through confrontation of ideas (not stagnation).	It causes wear and tear on people's commitment to implementing decisions.
It can improve the quality of decisions (as the various aspects of the situation, risks, costs, advantages and disadvantages are discussed).	It brings about the destruction of the group.

Source: Adapted from Cunha (2007).

## 6. MANAGING THE CONFLICT

The need to constructively manage conflicts will increase in importance each year (Likert and Likert, 1980). This phenomenon occurs because companies realized that it is more advantageous to manage conflicts in a positive way and promote gains from learning, than not to be silent and bring future harm to the organization.

Chalvin and Eyssette (1989), consider that the first step is to determine the type of conflict. There is no use looking for solutions to solve a problem if you don't know what you're dealing with. Understanding is essential to know the strategy that will be used, as each case has its uniqueness.

Martinelli e Almeida (2014), afirmam que existem quatro modos que podem ser utilizados na administração dos conflitos: acomodação, dominação, compromisso e solução integrativa de problemas.

Domination, on the other hand, is established using high power. In conflicting moments, it can give a slight sensation of agility in the resolution, but it can cause irreversible damage to those involved and loss of the quality of the subsequent arguments. Power can also be used to achieve one's own benefit at the expense of the other.

Some authors do not recognize commitment as a conflict resolution technique, but it has its participation and should not be overlooked. The compromise is based on the principle that both should have their differences resolved and for that they must yield to common points that are favorable to identify the solution. In many cases we will identify that only one person will have their problem effectively resolved. This is part of the model that is being followed. The commitment is aimed at non-compliance and tends to make sure that people do not fail to resolve other issues that may be relevant to everyday life.

Integrative problem solving, on the other hand, has become the preferred form of conflict resolution since the 1920s. It seeks to satisfy both parties with satisfactory solutions.

O autor ainda cita três métodos da solução integrativa de problemas:

- Identify the basic or underlying considerations for both parties involved;
- Look for alternatives and identify their consequences for both parties;
- Identify the most favorable alternative.

According to Likert and Likert (1980), conflict management seems to be reaching a state of maturity towards rapid and substantial improvement. A conflict is said to be resolved when all opposing parties are satisfied with the outcome. A conflict remains unsolved as long as one party is dissatisfied with the result (Likert and Likert, 1980). Before resolving a conflict, it is important

that it be treated with the perspective of generating learning for everyone involved, even for those who are just as viewers.

Martinelli and Almeida (2014) present eight steps that he considers essential for conflict resolution, namely:

- Create an effective atmosphere;
- Clarify perceptions;
- Focus on individual and shared needs;
- Build a shared positive power;
- Look to the future and then learn from the past;
- Generate options;
- Develop “steps”: the “step stones” for action;
- Establish mutual benefit agreements.

Robbins (2009) also shows in Figures 5 and 6 the main resolution and stimulus techniques that executives can use to control conflict levels.

Figure 5: Conflict Management Techniques



**CONFLICT RESOLUTION TECHNIQUES**

Problem solving	Meetings between the conflicting parties in order to identify the problem and resolve it through an open discussion.
Superordinate goals	Creation of a shared goal that cannot be achieved without the cooperation between the conflicting parties.
Expansion of resources	When conflict is caused by the scarcity of a resource - say, money, promotion opportunities or physical work space - the expansion of that resource can create a win-win solution.
Not coping	Suppress conflict or evade it.
Mitigation	Minimize differences between conflicting parties by emphasizing their common interests.
Concession	Each part gives up something valuable.
Authoritative command	Management uses its formal authority to resolve the conflict and then communicates its wishes to the parties involved.
Alteration of human variables	Use of behavioral change techniques, such as training in human relations, to change attitudes and behaviors that cause conflicts.
Alteration of structural variables	Changes in the formal structure of the organization and in the patterns of interaction between the conflicting parties, through redesign of assignments, transfers, creation of coordinated positions, etc.

Source: Adapted from Robbins, 2009

Figure 6: Conflict Stimulation Techniques

<b>CONFLICT STIMULATION TECHNIQUES</b>	
Communication	Use of ambiguous or threatening messages to increase conflict levels.
Inclusion of strangers	Include in the working groups employees with different backgrounds, values, attitudes or management styles than those of its members.
Organization	Realignment of working groups, changing rules and regulations, increased

restructuring	and other similar structural changes that disrupt the status quo.
Devil's Advocate Appointment	Appointment of a critic who deliberately discusses the positions defended by the majority of the group.

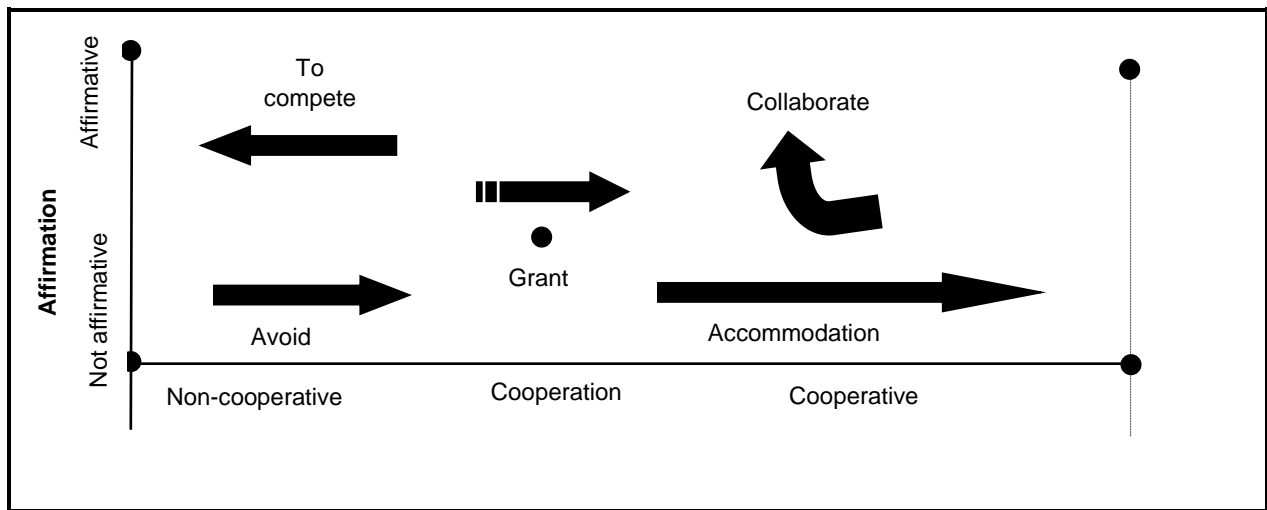
Fonte: Adaptado de Robbins, 2009

Robbins (2009) describes in figure 7 the effort required to identify the primary intentions in the management of conflicts.

With two dimensions, cooperation that seeks to satisfy the interests of the other party and the affirmation that seeks to reach its own interests. It also reports five intentions to manage the conflict, which are: competing (affirmative and non-cooperative), collaborating (affirmative and cooperative), avoiding (non-affirmative and non-cooperative), accommodating (non-affirmative and cooperative) and granting (among the two dimensions).

- Competing is when a person fights only for his interests. He does not care about the other and thinks he is always right;
- Collaborating is the intention to solve the problem for both parties. They prefer not to be upset;
- Avoidance is when the person prefers not to disagree and ignore conflicting situations;
- Accommodating refers to letting go of your interests and letting the other person solve your problems;
- Granting is when the individual gives up something and accepts the suggestion that was imposed to resolve the conflict, as long as it satisfies both parties.

Figure 7: Dimensions of Intentions for Conflict Management



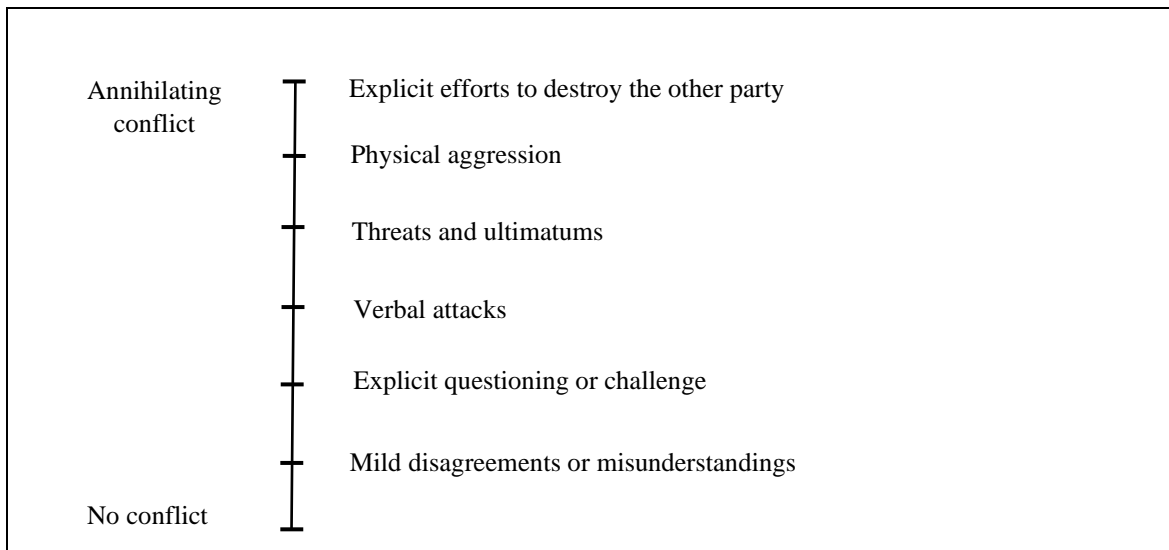
Source: Adapted from Robbins, 2009

To paraphrase Likert and Likert (1980), it is necessary to know the current state of these variables and their tendencies to estimate, with reasonable precision, the organization's capacity to manage conflicts and its level of performance.

Robbins (2009), in figure 8, offers us the visualization of a conflicting behavior. At the bottom of the continuum we do not see any conflicting situation yet, at the first levels of the ruler inequalities begin to appear and at the top we clearly perceive the proportion that it can reach and how destructive it can be, if there is no intervention by a manager prepared to appease the situation.



Figure 8: Conflict Intensity Continuum



Source: Adapted from Robbins, 2009

Regarding conflict management, Chiavenato (2010) states that an important quality in the administrator is his quality of managing conflicts. This characteristic must be evident in all leaders, because if he can manage a conflict smoothly, everything else will flow positively in the company. The manager must have different methods of resolution and treat each case with its particularities. Evidence indicates that certain types of personalities - for example, very authoritarian or dogmatic individuals or those with low self-esteem - tend to cause conflict (Robbins, 2009).

Likert and Likert (1980) point out two methods for resolving conflicts. The first is win-lose, where one party forces the other to accept its solution. In this method, power is classified as negative, as there is no understanding of the parties, but rather attitudes of fear from the offended party. In the win-win method, the parties seek balance in the need of the other. Understanding is the way to resolve conflicts. They use power and influence to find favorable solutions for those involved. It is classified as positive power.

Figure 9: Conflict Resolution Strategies

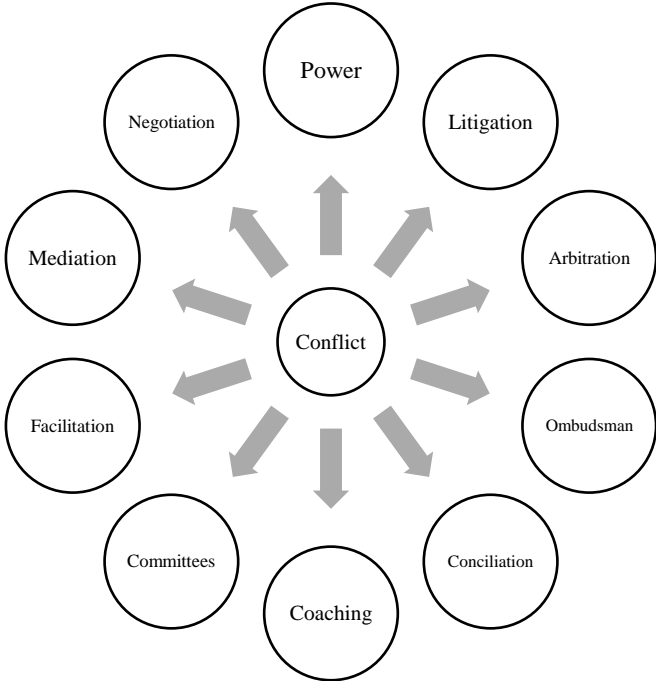
<b>Relational climate</b>	<b>Strategies</b>	<b>Attitudes</b>
Competition (win / lose)	Escape	Lack of self-respect and submission to others.
	Attack	Lack of respect for others and dominance over others.
Cooperation (win / win)	Dialogue	Respect for oneself and others and conciliation of interests.

Source: Adapted from Estanqueiro (1992).

Burbridge and Burbridge (2012) claim that there are several tools to resolve the conflict, just choose the one that best fits the moment and those involved. Paying attention to external factors, perceiving flaws in the organizational structure and behavior of individuals can also help in choosing the right strategy to be used.

The figure below provides tools to manage conflict effectively and assertively.

Figure 10: The Conflict Management Tools



Source: Adapted from Burbridge and Burbridge (2012).

McIntyre (2007) points out that conflict resolution may leave a permanent legacy. For example, if both parties use the mutual concession and negotiation styles, the two parties may think that

they have lost and are not satisfied. It may happen that one or both parties say that they won at the expense of the other, which can lead to further difficulties for the next round of negotiations. In a conflict situation, of the win-lose type, the one who lost may be resentful of the result achieved, and can influence or hinder future negotiations. If both parties use the style of integration, or problem solving, this may result in shortening psychological distances and improving communication. Thus, the climate of trust may create conditions for the conflict to be resolved in a more creative and lasting way.

In many conflict situations, it is useful to have the participation of a third person to assist in forwarding the solution (Martinelli and Almeida, 2014). The aim is to mediate and help those involved to act more effectively. Your job is not to solve the problem, but to help people find the best way out.

Martinelli and Almeida (2014), present the main advantages of the third person in an attempt to find solutions to the conflict:

- The parties gain time to calm down, as they interrupt the conflict and describe them to the third party;
- Communication can be improved, since the third party interferes with communication, helps people to be clear, in addition to working so that those involved can hear the other party better;
- Often, parties must determine what issues are really important, as the third party may ask to prioritize some aspects;
- The organizational climate can be improved, as the parties can vent anger and hostility, returning to a level of civility and trust;
- The parties can seek to improve the relationship, especially if this task is facilitated by a third person;

- The time frame for resolving the dispute can be established and reviewed;
- The rising costs of staying in the conflict can be controlled, especially if continuing the dispute is costing people money and opportunities;
- By monitoring and participating in the process, the parties can learn how the third party guides them in the future to be able to resolve their disputes without assistance;
- Effective resolutions for the dispute and the outcome can be achieved.

Another very effective way of resolving conflicts is negotiation. Martinelli and Almeida (2014), present six positive steps to be followed:

- Seek a problem-solving approach. It must be remembered that if it is possible for the other party to get what they want, it will be easier to get what they want;
- Know hear. This is a very important point, as knowing how to listen to what the other has to say can be very difficult, since one tends to keep thinking about what one wants to say;
- Ask questions. It is another very important aspect to know a little more about the views or proposals of the other sides involved. Asking questions is very important to clarify some questions and test your understanding;
- Keep an open mind. Seeking new options for both yourself and the other side involved can be very important in the course of the negotiation;
- Remembering that movements are the only way to make progress is also another fundamental factor that can lead to finding ways both to move towards the other side, and to make the other side move towards you;

- Isolate the problem from the people involved. Focusing on negotiating a solution and forgetting the personality of the people involved in the negotiation can also be a matter of fundamental importance.

Andrade, Alyrio and Macedo (2007) state that the art of communicating effectively and learning to work as a team stands out among today's challenges. The greater the interdependence, the greater the conflict. Negotiating, therefore, has become, today, one of the greatest human skills. Therefore, its relevance in management. For that, it is essential to understand the ways of proceeding. Analyzing the forms of conflict resolution, it was found that, for the most part, those that produce better results go through the negotiation action.

Being able to verify the existence of the conflict is only part of the problem. You must also know how serious the conflict is and be able to manage it properly (Fraga, 1993). Managers claim that they spend about 20% of their time trying to resolve some type of conflict in the organization in which they belong. This time is considered wasted if it does not achieve positive returns in the resolution (Cunha, 2007).

For Chalvin and Eyssette (1989) the method for the treatment of conflicts can only be effective if applied with certain psychological attitudes and within a certain state of mind.

## 7. RESEARCH QUESTION (S), GOALS AND OBJECTIVES

Conflict can be a transforming agent within the organization, be it on the positive or negative side, it will only depend on the way it will be conducted. If the manager does not provide adequate attention to the situation, the team will feel fragile in the midst of the existing scenario. This will generate demotivation and cause successions of other conflicts.

The general objective of this research is to ensure that managers are trained to choose the best resolution strategy according to the conflict profile.

The specific objectives are:

- Contribute innovative strategic tools to alleviate conflict within the organization;
- Describe the possible definitions that the conflict has and how to deal with it;
- Investigate the causes that cause the conflict to appear;
- Analyze the behavior of people, in view of the conflictive situation;
- Train managers to act in any conflict situation.

The purpose of this work is to seek answers to questions about how to resolve everyday conflicts in the workplace in a way that adds value and learning to people. Can organizational conflict be an agent of positive change and at the same time promote knowledge to those involved?

## 8. RESEARCH DESIGN METHODOLOGY

The methodology used was that of bibliographic review, as this methodology offers means to define and solve not only known problems, but also to explore new areas where the problems have not crystallized sufficiently (Araújo, 2008).

The bibliographic review, or literature review, is the critical, meticulous and broad analysis of current publications in a given area of knowledge. Bibliographic research seeks to explain and discuss a topic based on theoretical references published in books, magazines, articles and others. It also seeks to know and analyze scientific content on a given topic (Araújo, 2008).

According to the authors above, bibliographic research is not just a mere repetition of what has already been said or written on a given subject, but rather provides an examination of a topic under a new focus or approach, reaching innovative conclusions. Araújo (2008), adds that the research idea is to induce the student's personal contact with reading theories, leading to self-interpretation.

In this study, the bibliographic review was adopted, because the theoretical and methodological basis of the work involved an investigation in books and articles about conflict management in organizations.

## 9. CONCLUSION

The objective of this work was to show that the conflict can result in learning for people and growth for the company. We saw that it cannot be extinguished, but it can be controlled, in order not to generate moral damage to the organization and personnel to the individuals.

According to the theories presented in this work, the conflict exists and will always exist, because where there is more than one person, there will always be disagreements of opinions for common goals. What has changed is the way people and companies viewed conflict. Before, it was seen only as something destructive and without solution and today we realize that it can even be beneficial for relationships, as long as it is strategically conducted by the manager. The positive form is called a functional conflict. This format seeks to provide team development through experiences in the conflict. At times it can even foster innovation and create change, depending on the circumstance that it is being managed. Conflict is a factor of change within the organizational sphere. It can present positive or negative forms. The way people, groups and organizations deal with conflicts is what makes the difference. To deal with them, nothing like getting to know them better. (Carvalho, 2015)

When conflict arises and is not converted to a positive form, it can cause inconvenience and unpleasant situations that lead to demotivation of the group. Hence the importance of the leader being trained to clearly and objectively manage conflicts that may arise along the way. To deal



with them, it is important to know the initial factors that generated the problem, understand and listen to the parties involved so that there is no favoritism, as this may result in another conflict.

The objectives of the work were achieved, as we were able to show that conflict can serve as an agent of change and at the same time provide knowledge for people. We emphasize that trained managers are able to solve problems with more security and assertiveness, always seeking to improve the climate among the group. We present tools and solutions that can be used according to each conflicting profile.

## 10. CRITICAL SELF-REVIEW

The elaboration of this project gave me a lot of knowledge on the subject addressed. I learned that there are several types of tools to get around conflict and that it can be beneficial.

When I decided to talk about the conflict issue, I thought I wouldn't find much content, but I was surprised by the amount of academic material found talking about the subject.

The reason that made me choose this topic was to seek intelligent solutions on how to deal with a conflictive situation within the social and mainly business environment. Since it is not easy to resolve conflicts when they involve people who are not willing to be helped.

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## Business Research Project Proposal Template

Student Name:	Daniele Agostini dos Santos
Student Number:	2019440
Date:	08/3/2020
Email Address:	<u>Danieleagostini@hotmail.com</u>

*Please provide clear, succinct, information to the questions/sections below. These items will be the basis for discussion at your first supervisor led session*

### About your Proposal

Q.1 What module areas within your business degree programme do you believe you are strongest at, and/or, have the most interest in? (100 words maximum)

The module of my graduation that I am most interested in is Human Resources. I have more than 7 years of experience with HR in Brazil. I have worked with payroll, recruitment and selection, training and development, safety and occupational medicine and managed the cleaning team.

Q.1 What is the problem area / field you are investigating? (50 words maximum)

The area I am studying is Human Resources and I will talk about how organizational conflict is managed within the organization.

Q.2 Why did choose this area of focus? (100 words maximum)

I had chosen this area because I have already had experiences in my professional life in Brazil that organizational conflict was a recurring thing and I could see that many managers were not prepared to manage some situations among their employees.

Q.3 Are you proposing a specific solution to a problem, or is this a piece of innovation? (Please describe what you initially believe the case under investigation requires) (300 words maximum)

The work will present creative solutions for the manager to manage the conflict within the organization. The goal is to show that conflict is part of human coexistence and will never be eliminated. Before the conflict was seen only as something negative, more throughout this work we will notice that it also appears in a positive way. External factors can influence, but the manager is a key player in this game. The manager will choose the best resolution strategy to apply in the conflict. Knowing the right tool, the chances of success are great.

Q.4 Please identify your project goals (5 goals maximum)

- Provide a pleasant working environment;
- Reduce organizational conflict;
- Turning negative experiences into learning;
- Contribute to individual and collective professional growth.

Q. 5 Resource Requirements (people, technology etc. – what do you think you need? Please include costing if applicable) (100 words maximum)

To carry out this research it will be necessary to search for information in books and scientific articles online.

Q.6 Project Scope (what has to be done – a more detailed breakdown of your goals)

Objective 1	Analyze the risks of conflict within the organization
Objective 2	Analyze the consequences of organizational conflict
Objective 3	Understand the impact that conflict has on people and whether it interferes with work
Objective 4	Conflict Management Techniques

Objective 5	Conflict Resolution Strategies.
<b>Q.7 Summary Schedule</b> (how long would this actually take to complete? Complete the table below with basic elements of how you propose to progress the proposal)	
Week 1	The first two weeks will be for researching books and scientific articles to compose the project.
Week 2	The first two weeks will be for researching books and scientific articles to compose the project.
Week 3	Weeks number 3 and 4 is to start the body of work
Week 4	Weeks number 3 and 4 is to start the body of work
Week 5	Introducion
Week 6	Conclusion
Week 7	Revision of my assignment
Week 8	Prepare for the presentation
<b>Q.8 Risk Analysis</b> (generally, what are the risks associated with this project proposal?) (200 words maximum)	

The risk that we may encounter in this project is not being able to identify strategic solutions to combat or minimize organizational conflict and end up losing good employees due to the mismanagement of the leader.

Q.9 Literature Review (what evidence or information have you found through your initial literature review that justifies your approach?) (500 words maximum)

I decided to change the theme of my project this semester and still answer that question.

Q.10 Reference List (Please provide a complete reference list for any items you have referenced above, you may also include additional reading relevant to your proposal)

I decided to change the subject of my project this semester and still answer that question.

Thank you for completing the proposal template.

Reviewed By:	
Date:	
Proposal Strengths:	
Proposal Weaknesses:	
Suggested Supervisor:	