

## CONFLICT MANAGEMENT: AN EMPIRICAL STUDY

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### ABSTRACT

*As we all know, Man is the soul of all organizations. In fact, without human resource a company cannot exist. It's the person who is working at different levels in numerous capacities right from the highest management to the operating level in every organization. He represents both a challenge and a frustration to the organization. He constitutes a serious constraint and a soul of opportunity for the accomplishment of the organizations soul. Throughout the history of mankind, one impression of attribute has been consistent that's, man has versatility in his nature and successively behavior. In other words, if we've got a gaggle of persons, we discover that every person is created of several persons due to diversity in his behavior at different times. When two or more persons work together or live together, then there's every possibility of the generation of conflict because of difference of opinion, clash of interest or perhaps misunderstanding. But the existence of conflict shouldn't cause alarm; it's at time the sign, more often, of close relationship between the persons working within the organization. In other circumstances it should be destructive and desires careful handling. In a company, every person lives and works with others to attain his objective and also the organization's objective. For this purpose, he requires authority to guide and direct the action of others and also the relationship among different people of the character that every one accomplishes his objective without impinging on other rights and privileges. Equity in distribution forges unity thereof causes conflict in organization and society. No organization is freed from conflicts. Nor should they be. In fact, it's hard to imagine any vital, responsive organization during a dynamic society which is conflict less. Conflict, is finally, as natural as harmony and it's difficult to see the attainment of positive social goals and even many personal ones without it.*

**KEYWORDS:** *Relationship, Organizational Conflict, Society, Management, Compromise, Dynamic.*

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### Introduction

Conflict in some form or degree could be a part of lifetime of every soul and successively, of each organisation. It's the aspect of organisational functioning that's frequently apparent to even an off-the-cuff observer. One among the foremost exciting and novel developments within the social sciences has been the attempt of behavioural scientists to treat the topic of conflict united which might be put to scientific analysis whose causes, processes and manifestations may be stated in such some way that the organisational conflict is also brought not only under some measure of control, but of course, positively exploited as a method of promoting effective change. The term conflict may mean various things to different persons. In its simplest forms, conflict is disagreement among parties. Conflict can occur between group and individuals within the organisation. It's going to ever mean rivalry to different interpretations. It generally remarked the conflicting state of mind where someone couldn't decide, this fashion or that way, sometimes, the term is employed as difference of opinion between two persons, groups or organisations. Conflict also can arise within the organization. It affects the work efficiency of the individual and of the group because people are disturbed. Psychology comes within the way of fulfilling their range of organizational responsibility. Conflict may occur among individual or among groups or at organizational level. Since, it's an important component of behavior. One mustn't be fearful of it. Normal conflict exists at every level within the organization. When this level of conflict starts moving up,

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efforts are made to contain lest it reaches the very best level. Conflict may be a mental state of mind of individuals working within or outside the organization. When people are in a very state of dilemma, whether to try and do or to not do anything and seriously engage themselves in weighing pros and cons of the possible behaviour but still feel themselves unable to require a call for and against a specific view, it's going to cause inter-personal conflict. People often say, "They have conflicting views". It means there's difference of opinion between two persons or group. Prior to stages of conflict, two conflicting parties engage themselves in show downs and every party develops strategies to just accept and meet the challenges of the opposite parties and polarised into two warring factions. We say, "They are in conflict". In any case, the party concerned is faced with the position of higher cognitive process.

### **Evolution in Conflict Thought**

It appropriate to mention that there has been "Conflict" over the role of conflict within the organisations. Over the years, three distinct philosophies; that discuss with different managerial attitudes towards conflict are identified. In step with the standard view, conflict, by definition was harmful and was to be avoided. This view was in line with the attitudes prevailed about human behaviour in 1930s and 1940s. Conflict was seen as a dysfunctional outcome resulting from poor communication, a scarcity of openness and trust between people and therefore the failures of the managers to be attentive to the requirements and aspirations of the worker. Conflict could cause looses in productivity because groups wouldn't cooperate in getting jobs finished and wouldn't share important information. An excessive amount of conflict could also distract managers from their work and reduce their concentration on the duty. Thus, traditional writers had a awfully conservative view about conflict as they considered it totally bad and advocated that conflicts must be avoided, with the result that sometimes; there's tendency to suppress conflict and push it under the rug. By ignoring the presence of conflict, we somehow try and wish it away. Both the scientific management approach and also the administrative school of management relied heavily on developing such organisational structures that will specify task, rules, regulations procedures and authority relationships in order that if a conflict develops, then these inbuilt rules will identify and proper problems of such conflict. Thus, through proper management techniques and a spotlight to the causes of conflict, it may well be eliminated and organisational performance improved. However, conflicts must be kept in check to avoid their dysfunctional consequences. Thus, it becomes evident that to mention conflict is all good or bad is in appropriate and naïve. Whether a conflict is nice or bad depends upon the sort of conflict. Since, banking organisations are service organisations they're expected to adopt various variables to manage the destructive conflict and to use the constructive conflict. The inter-actionist view doesn't propose that each one conflicts are good.

### **Stages of Conflict**

Although a conflict doesn't exist until one party perceives that another party may negatively affect something that the primary party cares about, the event of antecedent conditions or sources of conflict mark the start of the method. Afterwards conflict proceeds through the subsequent five stages, i.e. latent conflict, perceived conflict, felt conflict, manifest conflict and conflict outcome describes as follows:

- **Stage 1: Latent Conflict:** When two or more parties need each other to realize the specified objectives, there's potential for conflict. Other antecedents of conflict, like interdependence, separate goals and ambiguity of responsibility, don't automatically create conflicts. Conflict are often caused by a change in organisational direction, a change in personal goals, and assignment of a replacement project to an already overloaded workforce or an unexpected occurrence like a promised rise that doesn't happen.
- **Stage 2: Perceived Conflict:** this is often some extent at which team members become conscious of the matter. Incompatibility of needs is perceived and tension begins because the concerned parties begin to fret about what is going to happen. At now, however, the concerned parties don't feel that anything they care about is really being overtly threatened.
- **Stage 3: Felt Conflict:** Here, the concerned parties emotionally involved and start to focus upon the differences of opinions and opposing interests, highlighting perceived conflict, internal tensions and frustrations begin to crystallize around specific deferred issues, and people begin to builds emotional commitments to their particular position, the kinds of emotions experienced are important because negative emotions produce low trust and negative perceptions of the opposite party's positions. Positive feelings can contribute to a balanced view of the case and to collaborative endeavours.

- **Stage 4: Manifest Conflict:** the apparent display of conflict occurs when the opposing plan and act accordingly to attain their own objectives and frustrate the other's objective. Action can range from minor disagreements, questioning and challenging at one end of the conflict intensity continuum to verbal attacks, threats, ultimatums, physical attacks and even efforts to destroy the opposite party at the opposite end.
- **Stage 5: Conflict Outcome:** The interactions of the conflicting parties within the manifest-conflict stage end in outcomes that may be functional or dysfunctional for one or both parties. As conflict proceeds through these stages, a functional resolution becomes difficult. The concerned parties become certain about their positions and convinced that the conflict may be a win-lose situation. It's easier to attain positive collaboration and win-win outcomes when the conflict is recognized clearly, before frustration and other negative sentiments set in.

### **Organisational Conflict**

Conflicts between two or more organisations are termed as inter-organisational conflicts. An example of this type of conflict is the Pepsi-Cola war in recent past. Corporate takeovers, mergers and acquisitions can even produce inter-organisational conflict. The quantity of conflict generated may rely upon the extent to which the organisations create uncertain conditions for competitors, suppliers or customers and check out to access or control the identical resources. It'd also depend on the number of encouragement given by the organisation to speak with one another, try and balance power within the marketplace, develop procedures for resolving exiting conflicts and attempts to manage inter-organisational conflict so it can have a positive bottom-line impact upon organisational performance that successively ends up in the formation of strategic alliances and partnerships. All the categories of conflict discussed hitherto are the samples of overt or explicit conflict. However, some conflicts in organisations could also be convert or hidden. They will manifest within the sort of private grievances that employees have against their managers. Generally, hidden conflict is irrational, that is, it should not have any sound logic behind it because it should be spontaneous, impulsive and emotional. Hidden conflict is mostly expressed within the type of informal disputes that tend to ignore hierarchy and position in their resolution. There is also disagreements over certain issues like distribution of bonus or incentives, but these are never discussed explicitly. The outcomes of hidden or convert conflict will be sabotage or other signs of disloyalty towards authority. They will sometimes happen outside the general public view and sometimes they lead to direct action or is also a sensitive to hidden conflicts because the aftermath of this might be damaged to the organisation within the long term. If not managed appropriately, it should cause overt conflict and affect organisational functioning and performance. A mere collegial and informal way be dealing is also required for managing employees who experience hidden conflicts within the organisations.

### **Strategies of Conflict Management**

As we all know, Life isn't a grand harmony, conflict always exists. Hence, conflict in some form or degree could be a part of life of every individual and successively, of each organization. It's the aspect of organizational functioning that's frequently apparent to even an off-the-cuff observer. One of every of the foremost exciting and novel developments within the social sciences has been the attempt of behavioral scientists to treat the topic of conflict united which may be put to scientific analysis whose causes, processes and manifestations may be stated in such the way that the organizational conflict is also brought not only under some measure of control, but of course, positively exploited as a way of promoting effective change. The work environment also will improve with the reduction within the level of conflict which is able to sway be motivating to employment. This can be beneficial to both the workers and also the organization. Just in case of former the productivity will improve and within the latter, the efficiency will reach new height. Although the conflict management is complex and sometimes hard to realize but a greater understanding of the behavioural skills related to it can have a bottom line impact on organizational productivity. A model for understanding and comparing five interpersonal conflict handling strategies has been created. The styles are identified by their locations on two dimensions: (i) concern for self and (ii) concern for others. Your desire to satisfy the concerns of others depends upon the extent to which you're cooperative or uncooperative. The five interpersonal conflict handling styles represent various combinations of assertiveness and cooperation. Although there's a natural tendency towards one or two of those styles, the individual may use all of them because the context and therefore the people involved change.

### Conclusion

Instruments had been developed and adopted by various authors to live various dimensions of conflict like Individual level of conflict, Inter-personal level of conflict, Intra-group conflict and Inter-group conflict in various fields of organisations. The destructive sources of conflict are identified together with their dysfunctional consequences among the staff of public and personal sector banking organisations selected under sample of the study. The identification of well-known destructive causes and consequences will generate help to the management to bring conflict level within required, average, or optimum limit as stipulated under the contemporary or modern thought of conflict. These developed models will help the management to require sort of actions depending upon the parties' to conflict, issues in conflict, situations and available organisational resources. In short, a control mustn't be created that organisation is engulfed by increased conflicting scenarios. However here it should be noted down that Optimum or moderate level of conflict is critical for the any organisation because it helps in enhancing analytical thinking, cohesion, promotes competition, increased work performance and thereby increasing organisational productivity and its development. So, special attention should be paid by managers to every level of conflict so as to bring it right down to the optimum or moderate level; due to its destructive impacts upon personal still as upon banking strategic outcomes.

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