

## **CONFLICT MANAGEMENT, A STRATEGIC UTILITY FOR ORGANIZATIONAL DEVELOPMENT**

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### **ABSTRACT**

*The incessant and inevitable clash between formal authority, power and those individuals and groups affected in an organization, disputes over how revenues should be divided, how the work should be done, how long and how hard people should work have caused a heavy blow in the areas of organizational predetermined objectives, standard and progress. This widespread of anti-ethical behaviour when bedeviled an organization must cause disagreement and disputes in organization. Conflict Management is the use of processes, tools, and skills to find creative and respectful ways to manage disagreements and disputes in an organization. This article sought and explored the causes of the widespread unethical behaviour in certain organization and its therapeutic. The paper utilizes qualitative research techniques. Textbooks, internet clues, journals were used as secondary sources of information. The Dual Concern Model of conflict management, developed by Dean G. Pruitt and Peter J. Carnevale, as a theoretical framework was used to understand and analyze the dynamics of interpersonal conflict. The article identified the existence of subtler forms of conflict involving rivalries, jealousies, personality clashes, role definitions and struggles for power and favour within the organization. Based on the identified problems, it was the recommendation of this paper that there is need to build: mutually reinforcing policies guidelines, collaboratively effective communication skills, cultivation of ethical culture among members of an organization in other to resolve whatsoever internal wrangling that exist within the organization.*

**KEYWORDS: CONFLICT, MANAGEMENT, STRATEGIC UTILITY,  
ORGANIZATION, DEVELOPMENT**

### **INTRODUCTION**

Conflict is an unavoidable and integral aspect of human interaction, permeating every facet of our personal and professional lives. Whether arising from differences in perspectives, values, or objectives, conflicts are inherent challenges that can either hinder or foster growth, depending on how they are managed. Effective conflict management is crucial for maintaining healthy relationships, enhancing team dynamics, and fostering positive environments in both personal and organizational settings.

The incessant and inevitable clash between formal authority, power and those individuals and groups affected in an organization, disputes over how revenues should be divided, how the work should be done, how long and how hard people should work have caused a heavy blow in the areas of organizational predetermined objectives, standard and progress. This widespread of anti-ethical behaviour when bedeviled an organization, as "When suffering knocks at your door and you say there is no seat for him, he tells you not to worry because he has brought his own stool." - From "Arrow of God" (1964), must cause disagreement and disputes in organization, which will result into conflict. Conflict is the disagreement or difference of opinions between or among individuals that can be potentially harmful to any organization. In the workplace setting, it often involves personal agendas, insights, or goals versus the agendas, insights, or goals of the group or team. Conflict is a daily fact of life and is part of every relationship. Conflicts may result from disagreements, perceptions, differences, needs, wants and/or stress. Understanding that conflict is not always negative and having the tools to deal with conflicts as they arise is crucial. The Employee Relations Office can assist employees in understanding conflict and the role this plays in the conflict and provide them tools to assist in resolving the conflict.

Employees with a diverse mix of education, gender, and age variances play a crucial role in determining the organization's effectiveness. As a result, not only have the personnel been harmed, but so has the organization as a whole. Conflicts are unavoidable elements of organized existence since the aims of various stakeholders, managers and employees, are frequently at odds (Adomi & Ojo, 2015).

Organizational conflict can be defined as a disagreement that happens when the interests, aims, or values of multiple persons or organizations are irreconcilable. This leads to a circumstance in which they frustrate each other while attempting to attain their goals, conflict in organizations can take numerous forms, such as interpersonal conflict, task conflict, and process conflict, giving rise to a variety of conflict management systems (Budd & Colvin, 2018). Conflict circumstances have an impact on the overall efficacy of cooperative organizations because it produces discord among organizational participants, which has a detrimental impact on organizational performance. This is because of the fact that valuable time and resources are squandered during organizational conflicts. However, we must keep in mind that no organization is immune to internal conflict because every organization is made up of different individuals with diverse interests, aims, beliefs, and temperaments, and it is extremely difficult to reconcile these divergences. Thus, this may have effect on the performance of the organization.

Conflict management involves the strategic handling of disputes and disagreements to achieve resolution and, ideally, transform adversity into opportunities for growth and understanding. Addressing conflicts requires a nuanced understanding of the underlying causes and a thoughtful approach to finding common ground or mutually beneficial solutions. Issues surrounding conflict management encompass a wide range of factors, including communication breakdowns, divergent interests, power struggles, and emotional dynamics, (Samantha Evans et al:2018).

In this complex landscape, individuals and organizations alike grapple with developing and implementing effective conflict resolution strategies. The ability to navigate conflicts skillfully

is a key leadership competency, as it directly impacts productivity, team morale, and overall well-being. By examining the various dimensions of conflict management, from communication techniques to negotiation skills, individuals and organizations can cultivate environments where disagreements are viewed as opportunities for learning and growth rather than sources of disruption.

This exploration of conflict management issues aims to shed light on the multifaceted nature of conflicts, offering insights into the dynamics at play, common challenges faced, and proven strategies for constructive resolution. As we delve into the complexities of conflict management, it becomes evident that addressing conflicts with intention and skill can lead to stronger relationships, improved decision-making, and a more resilient social fabric.

## **STATEMENT OF PROBLEM**

Many organizations struggle with managing conflicts effectively, leading to escalated disputes, decreased productivity, and strained relationships among team members. The absence of well-defined conflict resolution strategies hampers organizational progress and fosters a negative work environment sometimes due to poor communication channels. poor communication channels within organizations can exacerbate conflicts by leading to misunderstandings, lack of clarity, rumors, silos, unaddressed concerns, leadership issues, and failure to address changes effectively. Establishing clear, open, and transparent communication channels is essential for fostering a positive work environment and minimizing conflicts within organizations. Misinterpretation of information, inadequate feedback mechanisms, and ineffective communication styles can all contribute to misunderstandings and conflict escalation. Addressing these communication challenges is essential for fostering collaboration and reducing conflicts. Power imbalances and hierarchical structures within organizations contributed to conflicts, as individuals or groups vie for control, authority, and recognition. Unresolved power struggles undermine trust, morale, and cooperation, hinders organizational effectiveness and stifling innovation. A condition at the workplace that includes the misunderstanding or miscommunication among the employees of the organization due to the actual or the perceived contradiction of the needs, interests, and values may be referred to as the organizational conflict. There may be many forms of conflict that take place in organizations. The clash between the formal power and authority and the sufferers or the affected groups and individuals. There may be disputes over the issues of division of revenues, the ways in which the task at hand might be accomplished. The conflicts may also arise over the working hours and techniques of the employees. There may occur some jurisdictional disagreements among the departments, individuals, and among the management and the employee unions that exist within the concern (Katzenbach & Smith, 2015). The subtle forms of the conflicts refer to jealousies, rivalries, personality clashes, struggles for favor and power, and role divisions. Individual employees may respond differently to the various demanding situations that arise in the process of working.

## **OBJECTIVES OF THE STUDY**

1. To investigate the prime causes of conflict in an organization
2. To find out the effect of conflict management in an organization
3. To introduce the strategic measures towards conflict management

## **REVIEW OF RELATED LITERATURE**

### **Nature of Conflict**

The word “conflict” tends to generate images of anger, fighting, and other ugly thoughts that leave people bruised and beaten. Conflict is a perception—meaning it only really exists if it’s acknowledged by the parties that are experiencing it. Conflict is when two people or groups disagree, and the disagreement causes friction. One party needs to feel that the other’s point of view will have a negative effect on the final outcome. Conflict arises from diverse perspectives, interests, and goals within an organization. It can manifest at various levels, ranging from interpersonal disputes to interdepartmental disagreements.

Conflicts are inevitable part of organizational life since the goals of different stakeholders such as managers and staff are often incompatible (Adomi and Ojo, 2005). Conflict is an unpleasant fact in any organization as long as people compete for jobs, resources, power, recognition and security. Organizational conflict can be regarded as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other. This results into a situation whereby they frustrate each other in an attempt to achieve their objectives. Conflict arises in groups because of the scarcity of freedom, position, and resources. People who value independence tend to resist the need for interdependence and, to some extent, conformity within a group. People who seek power therefore struggle with others for position or status within the group. Conflict is a part of organizational life and may occur between individuals, between the individual and the group, and between groups (Jung, 2003).

Conflict is the result of opposing thoughts, actions or ideas disrupting the status quo. Conflict is seen in everyday life, and is a natural, often selfish, and sometimes productive phenomenon. Because it can lead to violence and war in certain situations, the word 'conflict' often appears with a negative connotation. The reality is that, if dealt with properly and maturely, conflict can lead to positive results and personal growth. In dramatic literature, conflict is considered the driving force of the plot. Most books, plays, or movies follow this general structure:

In "Myth, Literature, and the African World," Wole Soyinka (1976), delves into various aspects of conflict within the African context, including its manifestations in literature and society. While the book covers a wide range of topics, including mythology and literature, Soyinka also explores the theme of conflict and its significance. One key aspect of Soyinka's discussion on conflict is its interconnectedness with societal structures and power dynamics. He analyzes how conflicts arise from tensions within these structures, often stemming from disparities in power, ideology, and cultural norms. Soyinka's examination of conflict in the African world provides insights into its multifaceted nature, acknowledging both its destructive and transformative potentials. Often, conflict can be seen in television shows when one character's goals directly oppose the goals of another or when one character faces a moral dilemma because of personal conflict. The 2001 film *The Lord of the Rings* includes examples of both types of conflict, otherwise known as external and internal conflict. Understanding the multifaceted nature of conflict is foundational for devising strategic approaches to manage and leverage it for organizational benefit. Conflict is an inherent aspect of human interaction, and within the organizational context, its effective management becomes a critical driver for sustained growth and development. Conflict, when handled adeptly, can serve as a catalyst for positive change,

innovation, and improved collaboration. Recognizing the strategic utility of conflict management is crucial for organizations seeking to navigate challenges, enhance team dynamics, and foster a culture of continuous improvement.

Organizational conflict refers to the condition of misunderstanding or disagreement that is caused by the perceived or actual opposition in the needs, interests, and values among people who work together. Organizational conflict may also be termed as workplace conflict. The conflicts occur during situations where there is an interaction between two or more members of an organization involving contradictory opinions. These opinions may be brought forward concerning any particular decision or task that has taken place within the organization. Organizational conflict, in simpler terms, implies to the outcomes of the human interaction that commences with the declaration of a member of the organization that his values, attitudes, or goals are not compatible with the attitude, values or goals that have been set by the organization and needs to be followed by the members of the organization (Siira, 2012). The incompatibility of the opinions may arise between two members of the organization working in the same group, between two groups of members in the organization, or within a person who is a working member of an organization. There are several types of conflicts that may arise within an organization. The various types of conflicts are task conflicts, process conflicts, and relationship conflicts.

Organizational conflicts are influenced by a variety of factors like the lack of clarity in the responsibility of the team members, the interpersonal relationship that is shared by the members of the organization. The scarcity of the needed resources may lead to the rise of conflict between the members of the organization. The disagreement of the members in the fields of interest may also lead to conflicts and altercations within the workplace. Organizational conflict may also arise from the conditions where the targets that are set by the superiors are not met by the employees who work under their supervision (Bhat et al, 2013). The following report deals with the theories of the conflict within the organization. The report aims to look into the causes behind the conflict within the organizations, the different types of conflicts, and the factors that influence the incidents of organizational conflict. The report, on the concluding note, attempts to look into some ways that may be helpful in the management of the conflicts that arise among the members of the organization.

Conflict management as a concept has been conventionally associated with conflict containment and settlement. Onwuchekwa (2017) opines that conflict management is a way of managing organizational conflict so as to keep it at a level where it will not result in disorganizing the activities of an organization thereby resulting in not achieving or allowing effective attainment of organizational objectives. From this definition, it means that conflict when not well managed; it can cause so many problems in the organization. It can lead to perceived breach of trust and faith between individuals, units, departments, lead to personality clashes and underling tension and stress etc. Kazimoto (2019) sees conflict management as an implementing strategy to limit the negative aspects of conflict and increase the positive aspects of conflict at a level of equal to or higher than where the conflict is taking place. Furthermore, the aim of conflict management is to enhance learning and group outcomes that are „effectiveness or performance in organizational setting. It is in the view that Uchendu et al. (2013) opined that since conflict is inevitable in organizations, its management determines whether it will generate positive or negative effect on the organizational performance. Awan



and Anjum (2015) asserted that properly managed conflict promotes open communication, collaborative decision making, regular feedback and timely resolution of conflict. To Rahim (2018), an effective conflict management strategy should: minimize affective conflict at various levels; attain and maintain a moderate amount of substantive conflict, and select and use appropriate conflict management strategies.

According to Bartolome (2016), conflict management represents a paradigm shift from the more traditional approaches that view conflict as only a negative object, which must be suppressed and avoided at all costs. Conflict management explicates the process of designing effective strategies to control the adverse effects of conflict and promote constructive outcomes, to optimize learning and performance of an organization. It is a process by which organizations and people handle grievances or disputes in such a way to adopt the best alternative to increase resolution, work towards consensus and offer a genuine commitment to decision-making (Arindam & Atik, 2015; McQuerrey, 2019). It is pertinent to note that conflict management does not necessarily imply termination or avoidance of conflict. It, however, refers to the strategies developed to reduce the odds of non-productive escalation of conflict. It is the practice of recognizing and managing conflict in a fair, sensible, and efficient way, which requires human relations and management skills, including problem-solving, effective communication, and negotiation with focus on interests (Whetten, & Cameron, 2015).

Conflict management according to Alper et al. (2010), involve implementation of strategies to limit the negative aspects of conflicts and increase the positive aspects of conflict at a level equal to or higher where the conflict is taking place. The aim of conflict management is to enhance learning and group outcomes, that is, effectiveness of performance in organizational setting. It is not concerned with eliminating all conflicts or avoiding conflict. Rahim (2011) says that conflict management strategy is conceptualized as the methods and processes involved in facilitating the peaceful ending of conflict and retribution. He added that committed group members attempt to resolve group conflicts by actively communicating information about their conflicting motives or ideologies to the rest of the group (e.g., intentions; reasons for holding certain beliefs) and by engaging in collective negotiation.

The strategies that can be employed to manage conflict in public sector organizations have been differentiated on two basic dimensions according to Amason (2016): the concern for self and the concern for others. "Concern for self", also called "Assertiveness", elaborates the degree (high or low) to which a person attempts to satisfy personal interests while the other dimension "Concern for others" also called "Cooperativeness", describes the degree (high or low) to which a person attempts to satisfy other people's interests (Amason, 2016).

## **THEORIES OF ORGANIZATIONAL CONFLICTS**

There may be many theories that explain the issues of organizational conflicts. Some of these theories are the Organizational Conflict Theory, the Conflict Management Theory.

### **Organizational Conflict Theory**

Conflict at the workplace is inevitable. The organizational conflict theory states that there are a varied number of conflicts that arise within an organization. Interpersonal conflicts being the most common type of workplace conflict, there are some other areas of conflict as well. These

include inter-departmental conflicts, the struggle for power among the senior managerial members, the inter-organizational conflicts. According to some of the theorists, these conflicts must be resolved to allow the smooth progress of the organization, while others opine that the conflicts at the workplace help to drive the company towards success (Nain, 2017).

### **Interpersonal Conflicts**

The interpersonal conflicts suggest that the members of a given organization may not always mix well with each other. The members of the organization may not wish to socialize among themselves while they are at their workplace. In the case of work, if they are to work together, conflict may be seen between them (Mikkelsen & Clegg, 2017).

### **Role Conflict**

The other type of conflict includes role conflicts. These conflicts are not due to their individual personalities or values but result from situations relating to their roles and responsibilities. These kinds of conflicts are witnessed in instances wherein a nurse manager ordering a nurse not to perform tests on a patient as his insurance does not cover those tests, whereas the nurse is bound by her ethical boundaries to save the patient. These conflicts are usually resolved by the higher authorities.

### **Maturity and Immaturity Theory**

The maturity theory holds the view that people should want to develop and mature in their professional lives in a similar way as they do in their personal lives. This is in conflict with the Immaturity theory, which is witnessed in many hierarchy-based industries where the tasks are segregated into micro-specialties. This limits the growth area of the employees thus providing dissatisfaction of the workers as a whole. This leads to conflict between the people following the two theories. From an individual point of view, the workers might develop resentment and might begin forming unions, and in extreme cases revolt. Industries promoting an intense level of specialization and less flexibility may usually witness frequent conflicts resulting from the maturity-immaturity theory (Lumineau, Eckerd & Handley, 2015).

### **Intergroup Conflict**

This is a common occurrence in workplace scenarios where one group of workers might find themselves at a face-to-face junction with another group. This happens when, in order to perform one of their tasks, one group creates or rather obstructs the workflow of another group. This might be very damaging to the organization body as a whole if escalated. Thus, such a problem needs to be resolved as soon as it arises (Kerzner, 2013).

## **THEORETICAL FRAMEWORK**

The Dual Concern Model of conflict management, introduced by Dean G. Pruitt and Peter J. Carnevale, is a fundamental framework that helps to understand and address conflicts by considering two primary dimensions: assertiveness and cooperativeness.

1. **Assertiveness:** This dimension refers to the extent to which individuals pursue their own goals and assert their interests in a conflict situation. High assertiveness involves

a focus on achieving one's objectives, even if it means disregarding the concerns of others. Low assertiveness, on the other hand, involves being more passive and accommodating to the needs of others, sometimes at the expense of one's own goals.

2. **Cooperativeness:** This dimension relates to the degree to which individuals are willing to consider and accommodate the interests of others in a conflict. High cooperativeness involves actively seeking mutually beneficial solutions and valuing the needs of all parties involved. Low cooperativeness entails a more competitive and self-centered approach, where individuals prioritize their own interests without much regard for others.

Combining these two dimensions creates a grid with five distinct conflict-handling styles:

1. **Competing (High Assertiveness, Low Cooperativeness):** In this style, individuals assert their own interests strongly and may even use aggressive tactics to win at the expense of others. It's a win-lose approach where one party aims to dominate the other.
2. **Collaborating (High Assertiveness, High Cooperativeness):** Collaboration involves actively seeking win-win solutions where all parties' interests are considered and integrated into the outcome. It requires open communication, empathy, and a commitment to finding mutually beneficial solutions.
3. **Compromising (Moderate Assertiveness, Moderate Cooperativeness):** Compromise entails finding a middle ground where each party makes concessions to reach a mutually acceptable solution. It's a give-and-take approach where neither party gets everything they want, but both gain something.
4. **Avoiding (Low Assertiveness, Low Cooperativeness):** Avoidance involves sidestepping or postponing the conflict altogether. It's a passive approach where individuals may ignore or withdraw from the conflict rather than addressing it directly.
5. **Accommodating (Low Assertiveness, High Cooperativeness):** Accommodation involves prioritizing the needs and interests of others over one's own. It's a selfless approach where individuals may yield to the demands of others to maintain harmony and preserve relationships.

The Dual Concern Model recognizes that different conflict situations may require different approaches, and the most effective style depends on factors such as the nature of the conflict, the goals of the parties involved, and the relationship dynamics. By understanding these dimensions and selecting an appropriate conflict-handling style, individuals can manage conflicts more effectively and work towards constructive resolutions.

## **SIGNS OF A CRISIS OF CONFLICT**

- ❖ **Decreased Productivity:** If conflicts are impairing workflow and causing delays in completing tasks.
- ❖ **Increased Absenteeism or Turnover:** Employees may start avoiding work or leaving the organization due to unresolved conflicts.
- ❖ **Low Morale:** A noticeable decline in employee morale and motivation.



- ❖ **Escalating Tension:** Conflict is becoming more heated or frequent, affecting relationships among team members.
- ❖ **Negative Communication Patterns:** Increased gossip, rumors, or hostile communication among employees.
- ❖ **Failure to Meet Goals:** Consistent failure to achieve targets due to conflict-related issues.
- ❖ **Strategies to Address Conflict Crises:**
- ❖ **Open Communication:** Encourage all parties involved to express their concerns and perspectives openly and constructively.
- ❖ **Mediation:** Bring in a neutral third-party mediator to facilitate discussions and help find common ground.
- ❖ **Conflict Resolution Training:** Provide training sessions on conflict resolution techniques to equip employees with the skills to manage conflicts effectively.
- ❖ **Establish Clear Policies and Procedures:** Ensure there are established protocols for addressing conflicts within the organization.
- ❖ **Promote Understanding and Empathy:** Encourage employees to understand each other's viewpoints and foster empathy.
- ❖ **Focus on Common Goals:** Remind everyone of the organization's overarching goals and how resolving conflicts contributes to achieving them.
- ❖ **Address Underlying Issues:** Identify and address any underlying issues such as power imbalances, lack of resources, or unclear expectations.
- ❖ **Encourage Collaboration:** Foster an environment where collaboration is valued over competition, emphasizing teamwork and shared successes.
- ❖ **Lead by Example:** Demonstrate effective conflict resolution behaviors from leadership positions to set a positive example for others.
- ❖ **Monitor and Follow-Up:** Regularly monitor the situation and follow up on the progress of conflict resolution efforts to ensure lasting solutions.

## **CAUSES OF THE CONFLICT**

The main causes of the organizational conflict are the disruption of communication, the lack of accountability on the part of the members (Marion & Gonzales, 2013). The misunderstanding on the part of the employees may also lead to conflicts within the organization. There are many causes that result in organizational conflicts to arise. These causes are enlisted below.

- 1) **Expectations of the managerial staff** – The management expects all the employees to meet the targets that are set by their superiors. The discrepancies in the understanding of the task at hand or the inability on the part of the employee to achieve the set targets results in the conflicts that arise in the concerned workplace.
- 2) **Disruption in communication** – One of the major causes of the conflicts that arise in the workplace is the disruption that occurs within the members working in the same organization. These conflicts may arise in situations where a member may be in need of some information from another colleague who does not reply in a proper manner or does not provide the needed information (Halevy et al, 2014).
- 3) **Misunderstanding** – This is the most common cause of the arousal of conflict within an organization. These conditions may arise when one member of the organization misinterprets the information that has been conveyed to him. This may lead to the creation

of a number of conflicts that may prove disturbing towards the overall growth of the organization (Chen et al, 2012).

- 4) **Accountability lack** – There may be situations in the organization whereby the responsibilities of the member are not clearly stated. In any dispute and mistake conditions that arise, no member of the concerned team or group is ready to take responsibility. This may lead to conflicts between the employees of the organization.
- 5) **Lack of clarity of responsibility** – Conflict arises in a situation where the responsibility of the employees is not clearly mentioned. In order to avoid these situations, the responsibilities and roles of each member must be stated clearly in advance in order to avoid such discrepancies. These discrepancies lead to conflicts within the concern in the future (Prause & Mujtaba, 2015).
- 6) **Interpersonal relationships** – The issues of the interpersonal relationships among the employees may lead to the conflicts that arise within an organization. The difference in the personalities of the employees may at times prove helpful towards the solving of the conflicts that arise in the workplace.
- 7) **Scarce resources** – Inadequate resources often lead to the development of issues at the workplace, which in the due course of time may lead to serious conflicts. Members of an organization often compete with each other on the availability of the resources like the materials required, the amount of money that needs to be spent, and the time required for the completion of the task at hand.
- 8) **Interest issues** – The disorientation between the organizational goals and the goals of the concerned individual may lead to a conflict. The concerned individual may fight for his own personal goals, which in turn leads to hindrances in the overall success of the project that the team is working on.
- 9) Apart from the above-discussed factors, there are more factors that influence the conflicts that take place within an organization. These factors include both the individual and the factors dealing with the activities that involve a number of individuals. The conflict that arises when managerial staff breaches or defies the norms of the given organization may be termed to be an inter-individual conflict within the organization (Abiodun, 2014). The individual factors that result in conflicts within the organization are the beliefs, personality orientation, attitudes, and other such human frailties that exist within the individuals working in an organization (Moore, 2014).

## **WAYS TO MANAGE THE CONFLICTS**

The arousal of conflicts within an organization is an inevitable condition. The concerned organization must devise various ways to deal with those conflicts; thereby helping the organization to bring about a rise in productivity. The conflicts within an organization must be handled positively in order to avoid the recurrence of the same problem. The organization should have a proper procedure to address the grievances of all the members of the concerned organization. The organizational managers should concentrate more on the causes of the conflict rather than the effects of the same in order to assess the conflicts in a proper manner. The parties involved in the conflict must have an equal say while the conflict is being addressed. The parties must not be judged based on their terms, position in the organization, or the political influence that they may have over the other members of the organization. The active participation of all the members involved in the conflict should be demanded in order to counter the situation that may result from the situation of the conflict (Graham, 2014). IBM,

for example, is benefitted from the diversity that it has in terms of the employees of the organization. The employees of the organization participate actively in order to solve the issues that may arise within the organization.

## **NAVIGATING CONFLICT IN ORGANIZATION**

Organizations requires a thoughtful and strategic approach in other to overcome the havoc of conflict while minimizing clocking on productivity and morale of members of the organization. This can be achieve through the following:

1. **Recognize and Acknowledge the Conflict:** Encourage employees to identify and acknowledge conflicts as they arise. Train managers to recognize early signs of conflict and address them proactively.
2. **Understand the Root Causes:** Facilitate open and honest discussions to understand the underlying reasons for the conflict. Consider factors such as differences in goals, values, communication styles, or resource allocation.
3. **Promote Active Listening and Empathy:** Encourage all parties involved to actively listen to each other's perspectives without judgment. Foster empathy by helping individuals understand the emotions and motivations driving the conflict.
4. **Facilitate Communication:** Create opportunities for constructive dialogue and mediation between conflicting parties. Set ground rules for communication, ensuring respectful and constructive interactions.
5. **Explore Collaborative Solutions:** Encourage parties to brainstorm potential solutions collaboratively. Focus on finding win-win solutions that address the interests and concerns of all parties involved.
6. **Seek Mediation or Third-Party Intervention:** Consider bringing in a neutral third-party mediator to facilitate discussions and help parties reach a resolution. Ensure that mediators are trained in conflict resolution techniques and remain impartial throughout the process.
7. **Implement Conflict Resolution Strategies:** Provide training and resources on conflict resolution techniques for employees and managers. Encourage the use of strategies such as negotiation, compromise, and consensus-building.
8. **Follow-Up and Monitor Progress:** Regularly check in with conflicting parties to assess the effectiveness of conflict resolution efforts. Monitor for any signs of recurring conflicts and address them promptly.

## **CONCLUSION AND RECOMMENDATION**

In lieu of the above discussion, it may be said that organizational conflicts are an inevitable part of any and every organization. There is no such organization that is devoid of conflicts. Organizational conflicts, although undesirable are at times necessary for improvement in a few sectors. In conclusion, recognizing conflict management as a strategic utility for organizational development involves understanding its nature, leveraging authoritative frameworks, and

embracing a culture that values resolution over avoidance. By doing so, organizations can harness the transformative power of conflict to fuel innovation, enhance team dynamics, and ultimately propel sustained growth. In order to resolve the conflicts within the organization, the factors that cause the conflicts must be clearly addressed. These conflicts if unresolved may pose a hindrance to the effectiveness, efficiency, and productivity of the members employed within the organization. This may hamper the overall growth of the company thereby reducing the success of the company on a larger scale.

Five main styles of conflict management are usually followed to mitigate organizational conflicts, namely, accommodation, avoidance, competition, compromise, and collaboration. Thus, to conclude, organizational conflicts are inevitable and it is to some extent necessary; but severe conflicts should and must be resolved properly, for an organization to grow and flourish.

Based on the findings of this study, we offer the following recommendations;

1. Conflict resolution training is recommended: Providing training for employees and leaders on conflict resolution skills to promote constructive dialogue and resolution. There should be leadership involvement, encouraging leaders to actively address conflicts, demonstrating a commitment to resolving issues and maintaining a positive work environment.
2. Cultivation of ethical culture among members of an organization in order to resolve whatsoever internal wrangling that exist within the organization.
3. Mutually reinforcing policies guidelines, organizations should as a matter of win-win approach and a combination of the conflict management strategies identified in this study to create a comprehensive approach to conflict prevention, fostering a positive organizational culture. Additionally, conflict prevention strategies should be employed, whereby potential conflicts will be identified early and implement preventive measures, such as regular check-ins and team-building activities.
4. Collaboratively effective communication skills: Organization should prioritize constructive conflict management. Organizations that prioritize constructive conflict management create a more resilient and adaptable workforce, ultimately leading to improved overall performance. Prioritizing constructive conflict management involves establishing a culture that values open communication, encourages problem-solving, and provides tools like negotiation, mediation, collaboration etc, for resolution such as negotiation.

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