



**HRM - 543**

# **Conflict Resolution**

**Conflict in workplace: Breaking vs. Learning**

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## 1.0 Introduction

Conflict is something inevitable. It is in the workplace just seems to be a fact of life. We've all seen situations where different people with different goals and needs have come into conflict. Normally we work in groups and while working, we relate with our superiors, peers and juniors. While relating, more often than not, conflicting situations arise which take toll on our precious time and energy. From classic administration to Public management distinguished, by using humanitarian guidance and communication to resolve the conflicts between people who hold different values and positions in an organization, and in this way brings about harmony and increase administrative efficiency(Reiney, 1990). Therefore, understanding and management of conflict become very important. The traditional paramedic vertical management system has gradually been replaced by the flat horizontal management system, and where author try to present illustrations on the practical and strategic sides of conflict management. A Dual Concerns Model may be suggested to analyze possible strategy in different conflicts(Tjosvold, 1988), which is commonly adopted in negotiation(Pruitt and Rubin, 1986). On the other hand, different focuses on how different conflict resolution styles exist in workplace & how effectively a manager can use them in different strategies, and suggested use different type of negotiators(Werthiem, 2002), which makes resolving differences easily(Rubin, 2002).

**Paper1:** "Communication, Negotiation and Conflict Resolution in Public Management Development"

**Author:** Soong, Hseik-Wen

## 2.0 Literature Review

In The Position of Communication and Negotiation in Public Management section traditional public administration has it that politics should not interfere with administration, this "politics-administration dichotomy," however, generates three weighty problems, firstly it point out, The serious dislocation of public management with exterior political milieu makes the administrative units "only know how to execute orders, but ignorant of their motives.", second problem is The division of labors within the administrative departments works with the hierarchy in organization management, and finally the division between public sectors and private sectors has been blurred. This three problems show that traditional public administration could not effectively manage daily public affairs. Therefore, public management, with its emphasis upon public contextual topic design, multi-purpose decision-making process and humanitarian leadership, comes into being (Reiney, 1990). It also brings out the importance of communication and negotiation in the future development of public management. From the communicative view different types of communication confront the responsible department when a topic is at hand by The Roles of Communication by strategic aims of responsible department and Negotiation in Public Management. Traditional public administration works with the use of authority in bureaucracy. In this

authoritarian administration, the three "pure types" of legitimate authorities of Max Weber are the most representative. They include 1. Legal authority: the authority of the leader is endorsed by law and protected by law, 2. Traditional authority: the authority of the leader is endorsed by tradition and custom, 3. Charismatic authority: the authority of the leader is the obtained through idle worship and blind trust (Weber, 1947:328). Public management distinguished itself from classic administration by using humanitarian guidance and communication to resolve the conflicts between people who hold different values and positions in an organization, and in this way brings about harmony and increase administrative efficiency. Communication Theory could be understood by some aspects such as, "prevention," "harmonization," "promotion," and "remediation," which are the daily work by nearly every public manager. To analyses communication more thoroughly, Harold Lasswell once distinguished five important units of communication: "who says what in which channel to whom with what effects" (Bryson, 1948). Schramm's circular model uses the method of context analysis, under the premise of the circular model and equality communication model, a lot of analysis concerning communication and negotiation has been affected by contingency (Lewicki, Litterer, Minton and Saunders, 1994: 17) so that communication theory becomes a research approach that is extremely complex and not easily formalized. That's why nowadays a lot of communication scholars prone to labor on the strategy and skills of negotiation, instead of on its theoretical basis.

Conflict and negotiation need to be clarified before go further. Three different definitions of conflict shade lights on the meaning of conflict: 1. According to Webster (1966), conflict is a "fight, battle or struggle." 2. Conflict is "the perceived divergence of interest, or a belief that the parties" current aspirations cannot be achieved simultaneously" (Pruitt and Rubin, 1986: 4). 3. Conflict is "the interaction of interdependent people who perceived incompatible goals and interference from each other in achieving those goals" (Hockey and Wilmot, 1985). To most people, conflicts represent the struggle, war, discordance, etc. Deutsch (1973), Folger, Poole, and Stutman (1993) have elaborated on the research of the elements that contribute to conflicts destructive image, such as Competitive Processes, Misperception and Bias, Emotionality, Decreased Communication, Blurred Issue, Rigid Commitments, Escalation of Conflict. Conflict sometimes could be "productive" (Coser, 1956; Deutsch, 1973). D. Tjosvold further thinks that conflict have both constructive and destructive qualities. The objective is not to eliminate conflict but to learn how to manage it, so the destructive elements are controlled while the more productive aspects are utilized. The essence of negotiation is to develop a method for managing conflicts in strategy (Tjosvold, 1988). Many different disciplines are related to communication and negotiation theory, for example, psychology, sociology, economics, anthropology, politics, management science, mathematics are more or less connected with negotiation theory, so it is highly difficult to establish a comprehensive negotiation theory. That's why most negotiation researches focus on strategy more than theory. Pruitt and Rubin utilize

the descriptive framework and propose the Dual Concerns Model (Pruitt and Rubin, 1986) to analyze possible strategy in different conflicts, which is commonly adopted in negotiation.

### 3.0 Methodology

A co-relational research paper where it shows the relationship among Communication, Negotiation and Conflict Resolution in context of Public Management Development sector, where develop a communication model for examine the different functions and set them on a perfect strategy for resolve conflict resolution which emphasizes public contexts.

### 4.0 Findings

Traditional public administration could not effectively manage daily public affairs; "Politics-administration dichotomy", such as serious dislocation of public management with exterior political milieu makes the administrative units, where only execute orders, but ignorant the motives of work, then limitation arises division of labors within the administrative department's works with the hierarchy in organization management, and finally the division between public sectors and private sectors has been blurred. Competitive Processes, Misperception and Bias, Emotionality, Decreased Communication, Blurred Issue, Rigid Commitments, Escalation of Conflict are use as elements that contribute to conflicts destructive image.

Different disciplines effects and relationship with communication and negotiation theory. Destructive elements are controlled and set a objective, not only eliminate conflict but make able to learn how to manage conflict. To analyze possible strategy in different conflicts use a approach “Dual Concerns Model” which is commonly adopted in negotiation process.

**Paper2:** “Managing Conflict in the Workplace”

**Author:** Julie Gatlin, Allen Wysocki, and Karl Kepner

## 5.0 Literature Review

In workplace conflict resolution existed in different styles (Bell, Reynolds/Kalish, Robin, and Wertheim, 2002). Regarding the negotiation of conflict resolution there are five conflict resolution styles: confront, compromise, collaborate, accommodate, and avoid are use strategically by managers (Robin, 2002). Confront approach directly addresses the conflict and is often viewed as “might makes right” (Robin, 2002), which usually involves high emotional levels, clear clarity of both goals, weak relationship, low concern for formalities or fear of punishment, moderate concerns for traditions, and a moderate self-concept. To get a quick resolution, with the prevention of further escalation compromise style may be taken by manager where this approach involves bargaining and mutually giving up something to reach a settlement(Robin, 2002). Compromise usually involves high to moderate emotional levels, high to

low skill levels, moderate clarity of both goals, moderate status of the relationship, win-win attitude toward authority, moderate concern for traditions, and moderate fear of punishment. Collaborate involves working together to generate win-win alternatives for resolving issues and Win-Win attitude toward authority, low concerns for formalities and traditions, and a high self-concept. Accommodate involves listening and accepting without resistance. Last style is avoid, which involves not addressing the conflict. Avoidance is characterized by a controlled emotional level. This five conflict resolution styles could be used as strategically in three specific ways to dealing with conflict. Engage strategy & Negotiate Strategy would be used when the situation allows for confronting, compromising, or collaborating (Robin, 2002). Do-not-engage strategy is appropriate when situations allow for accommodating and avoiding. Some suggested negotiators are the aggressive, the long pauser, the mocking negotiator, the interrogator, the cloak of reasonableness, Divide and conquer, the “act dumb” negotiator by (Werthiem, 2002), where using the five conflict resolution styles and knowing when to use them makes resolving differences easier.

## 6.0 Methodology

An exploratory action based research paper which conducts with different context of conflict resolution strategy. It shows how a manager can take styles of action in different situation of conflict resolution and how fit a certain negotiator as in a selective strategy. It explore different context of conflict resolution in work place.

## 7.0 Findings

In negotiation of conflict resolution managers can use strategically five conflict resolution styles: confront, compromise, collaborate, accommodate, and avoid. Confronting, compromising, or collaborating styles used engage strategy & Negotiate Strategy and Do-not-engage strategy is appropriate when situations allow for accommodating and avoiding styles. Different negotiators use in strategy is resolving differences effectively.

## 8.0 Gap Analysis

Some gaps identified from the discussed literature reviews on conflict resolution of negotiation which are

Gap Analysis	
<b>Paper1</b>	This research paper describe all type of effects on conflict resolution, but not focus on individual or non-group workers and functional conflict perspective. The communication theory is extremely complex and not easily formalized. Context of research paper shows the Conflict sometimes could be "productive". This context of research which may not work in different changing condition and many different disciplines are related to communication theory, but less connected with negotiation theory, so it is highly difficult to establish a comprehensive negotiation theory. That's why most negotiation researches focus on strategy more than theory.

<b>Paper2</b>	This paper explore all types of conflict resolution styles and the use of specific strategies on different scenarios, but is that sufficient for resolve conflict between parties or only work at controlled environment, is that able to attain the desired outcomes of learning, and create motivation.
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