

THE IMPACT AND MANAGEMENT OF ORGANIZATIONAL CONFLICTS: ENHANCING COMMUNICATION FOR EFFECTIVE LEADERSHIP

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Abstract: This paper is focused on conflicts and will analyse different findings from literature sources about conflicts and their management. When we are a bit different in a group of people, we often feel uncomfortable or when our values, ideas, opinions that we share are different from there the first conflicts arise. Conflicts are a phenomenon that is growing more and more, especially when groups of organizations are larger and more diverse. Oftentimes, this is affecting effective communication in the work environment, creating misunderstandings that are further developing in the form of conflicts. The methodology used from this are articles and other internet sources. The following text describes how conflicts arise, what effect they have on communication and how they affect organizational groups, as well as what are the most efficient methods for reducing conflicts and achieving more effective communication for group work. A good leader and manager will know how to act in any kind of situation, not because they have those innate skills, but even though from the experience they have learned how to act.

Keywords: HRM, conflicts, management, impact of conflicts

1. INTRODUCTION

Leaders are more important than managers in any organization or business that operates. It is true that we are all unique individuals by nature, and many of us will perform poorly if we are not managed. Sometimes workers specifically want someone to inspire them, to recognize their efforts, to be a confidante and be heard, and who also serves as an example or role model for them to follow. If we talk about the work environment, we often find that in many places there are conflicts from the most obvious where they vary from situations created by one or two parties. Related to customers, related to staff, related to production, shareholders and many other cases and being a leader manager able to face these situations and find the best possible side is not something that many people can do especially in times of crisis when everyone is looking for a solution as quickly as possible. Effective communication is crucial in managing conflict in an organization. It can help prevent poor expectations, misunderstandings, and conflicts between employees and managers. According to Rose (2020) we need to respect the personal differences, practice active listening and to ask when we don't understand. As global workforces become more diverse, organizations must navigate these differences effectively. Understanding, communication, and proactive management are key to leveraging cultural diversity as a strength. Training programs, effective communication, and leadership play pivotal roles in fostering an inclusive workplace culture. Adopting a proactive approach to conflict management and embracing diversity as a strength can lead to innovative solutions and long-term success in a globalized world.

2. LITERATURE REVIEW

A conflict can occur when one group of people does not fit the values, ideas, and beliefs of another group. But some other definitions according to Robbins (1995) we see the conflict where person *A* deliberately makes some kind of effort to stop another attempt by person *B* with the opposite behavior, which ends with person *B* being frustrated to achieve the goals he wants. Rahim (2002) wrote the same opinion, where he sees the conflict as a process which is constantly interactive and is seen as a disagreement or failure to find a common solution between individuals, groups or organizations. While on the other hand Pruitt & Kim (2004) have evidenced that conflicts are beliefs where if a certain group gets what they want then the other group will not be able to do the same. Although according to all these authors conflicts are seen always when one party must win or lose, this should not always happen because if a conflict arises because of a certain dispute, then that conflict can also be resolved where both parties to be winners. For this communication works best to solve problems, effective communication in an organization would reduce even the biggest conflicts, if not eliminate them altogether. Communication has been seen more as something that happened only within organizations and related to the content and delivery of messages between formal and informal channels (Conrad & Pole, 2005). But communication is more than that, it is the key basis of an organization since if an organization had effective communication, then the conflicts in that organization will be smaller or there will be none. And by not having constant conflicts, then within that organization the workers will be more satisfied and productive. Managing a conflict as a human resources manager means reducing the damage that can come from that situation to the staff you are managing. According to Rahim (2002) the management of a conflict does not always mean that it includes the reduction or the end of a conflict, he explains

that management also includes the strategies that would have the best effect to minimize the conflict and raise or improve the team but also the complete effect of that situation and organizations.

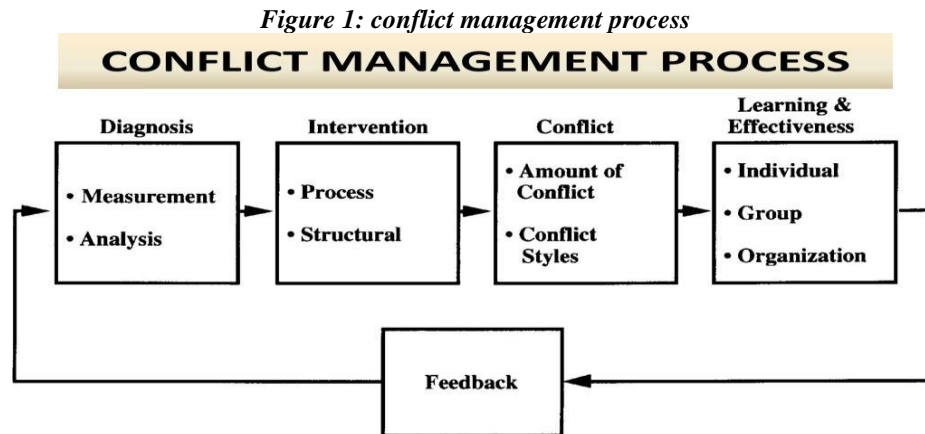
3. TYPES AND SOURCES OF CONFLICTS

Conflicts can be divided according to levels, directions, and planned conflicts (Kinicki & Kreitner, 2008). The basic types of conflicts are:

- Intrapersonal conflict (S.N.Chand, 2009) occurs when the individual has problems with himself. An example of this conflict would be avoiding phone calls or visitors.
- Interpersonal conflict (Green & Charles, 2012) develops between two individuals who are different from each other
- Intergroup conflict arises between 2 groups (Lytle, 2020) says that relationships between groups most of the time reflect the opinions of the group they have about the characteristics among their team.
- Intragroup conflict arises between members of a group (Donohoe, 2020) explains that different personalities in the group but also misunderstandings can lead to different disputes.
- Interorganizational conflict, organizations with each other (George & Jones, 2008)
- Intraorganizational conflict, includes vertical, horizontal conflict, role conflict and staff line conflict, often conflict with each other (Luthans, 1998)

4. ORIGIN

Every conflict that exists, big or small, has a source of where it came from, or what caused it. Often, not knowing the personalities we work with, diverse cultures, lack of communication, etc. send us into inevitable conflicts, no matter how hard we try to run away, they are always close if we do not have knowledge of those differences. According to the article of Mediating Conflicts (Giz & KCDF, 2021) conflicts come from material goods (when two or more people disagree about some goods such as money or land), conflicts from values (especially when they are related to us as individuals or to culture). Culture's impact on an organization's performance depends on the mix and weightings of its components, such as conflict. Conflict can be beneficial when present but damaging when dominant. Research in non-profit management shows that conflict exists in some organizations, crippling their ability to function in goal setting, staffing, meetings, problem-solving, skill identification, and government funding submissions. For example, a small non-profit organization with conflict between volunteers and paid workers was paralyzing its operations (Dianne S. Lewis, French, & Steane, 1997). According to Rahim (Toward theory of managing organizational conflict, 2002, fv. 206-235), conflict has a process:



Source: The International Journal of Conflict Management, Vol. 13, No. 3, 2002

So, from the figure we can see that in the beginning the conflict must be measured (the type of conflict, the size, where it comes from) and analyzed (the relationship between the extent of the conflict, the classification), this phase is called diagnosis. Then comes the intervention procedure after we have found the problem, how do we approach and process it? To understand if it is a problem related to something personal or related to the work we are doing? And finally, the learning and effectiveness that will come from this conflict not only for one person but for the whole team, how much it will serve and always continuing with feedback. It is known that every problem or disagreement has a starting point or source, but what is more important is to find it and stop it before it gets big.

5. STRATEGIES

According to Petković (2008) managers can follow three strategies for conflict resolution:

- Negotiation strategy (this includes face-to-face confrontations, threats, promises, concessions).
- The strategy of a superior point (removing the necessary points and focusing only on the current problem).
- Third-party intervention strategy (a mediator who will not take anyone's side but will try to resolve the conflict).

Conflict is a common issue; in diverse ways people struggle. Students, researchers, and practitioners in dispute resolution study how conflict processes relate to relationship outcomes. Ideally controlled communication can lead to more equitable, humane conflict. However, the relationship between communication and conflict is complex, with sometimes the best forms leading to the worst outcomes (Alan L. Sillars & Wilmot, 1994).

6. CONFLICTS OUTCOME

In the past, most organizations saw conflicts as only a negative part, but over time, we noticed that after conflicts, people became closer to each other when those conflicts were resolved. Conflict can have both its negative and positive parts. Positive (Osad & Osas, 2013) when it increases creativity, simplification of points of view, but also the development of human capacities to face interpersonal divergences. Also to present new opportunities for well-being among the workers and the organization. On the contrary (Hotepo, 2010) where they say that conflicts are negative because they create noise, poor productivity, and ineffectiveness of the organization. So conflicts are seen as bad but also a strong point of an organization, that if it grows and is not managed it leads to psychological and financial damages, it can also grow to the level of violence where it can harm both the organization and the worker, but it becomes effective in those cases where it can also increase competition in the organization or participation in teams and strengthening communication skills in the team. On a study by Haeruddin et al. (2023) it was discovered that “conflict significant effect on turnover intention employees at Karya Multi Reksa partially”. Disagreements can happen in every aspect of our lives, we have disagreements in society, relationships, family let alone in a work environment where everyone is different from the other, demands are different and everyone wants to solve a problem for the good of their or only one side and as a manager sometimes it is difficult to tell which side is right which solution is the best. Conflict management is a technique to solve problems that may arise within an organization. In this way, we avoid poor communication between colleagues, reduce tensions and improve the performance of workers in their work environment by being more satisfied.

7. COMMUNICATION AND MANAGEMENT

How can communication help manage these conflicts? In Hener's (2010) scientific article, he shows that formal models of communication can have this answer by making communication flow two directions, top-down and bottom-up, rather than just one-way. In fact, this type of communication would work well in any type of organization, even if conflicts are not present, because initially if the tasks came from above and the communication flows well and cooperates until the end or where each receiver has a source income from information, and also from top to bottom when even managers or directors accept feedback from workers, then tasks would probably be performed better and the team would be more effective since cooperation and communication between them is more possible. A few steps (Bower & Bower, 2016) of effective communication can be the use of DESC (describe, explain, specify, consequences) where he explains that to make a difficult conversation easier or to reduce any conflict we need to go from:

- To explain the problem, we have (e.g., using more effective communication, the paper you sent me is exceptionally good, but I would like to give you some recommendations)
- You comment on your feelings and concerns (I do not feel good when you do not do the work, I asked you to do)
- Explain what you want to change (I would really like you to let me know if you are not coming to work)
- You show the positive parts that will come after the change (I hope that in the future we will work on this as it will have a much better result)

Why communication is important and how important a quick response to a crisis is, research from Marsen has shown. Research has shown that an organization needs time to respond to organizational crises, but the more time passes, the more problems they will have in the eyes of the public and stakeholders. This type of observation is especially particularly important even in the age of social media. That has facilitated two-way communication (Marsen, 2020). During research in the construction sector (Safarini, Hasan, Sakhrieh, Alnahha, & Hazza, 2021) that even in project planning or construction process, communication is very necessary. Especially good practice between the works coordinator and workers is especially important in managing and reducing conflicts. While

interpersonal interactions of global employees are critical for socio-cultural adjustment (SCA) and effective human resource management in the international environment. Conflict and communication are closely related to each other, especially in organizations with socio-cultural adaptation. Additionally, aspects of employee communication behaviors mediated the relationship between conflict and SCA (socio-cultural fit), while aspects of cultural intelligence moderated the relationship between conflict communication behaviors and SCA (Ayoko, Zhang, & Nicoli, 2022).

8. DISCUSSIONS AND RECOMMENDATIONS

Organizations often face some critical or unpleasant moments in rarer periods or in daily ones depending on the type or field of the organization in which it operates. Events can happen one after another and often we don't know how to react, but these events require leaders who do not waver easily as it needs a constant consistency and strength. All these situations such as conflicts can be avoided or reduced with the right skills or training of a manager or leader. The most important things it should be done for a good management is to remain calm and always communicate. Without communication, a company or organization cannot function effectively, particularly during times of crisis. In these situations, businesses need to have a platform that allows all employees to communicate. Additionally, those signals must be clear and understandable to everyone, but they must also be crafted so that they explain the reasons and request collaboration rather than shocking or intimidating others (Everbridge, 2023). By managing these conflicts, we need strategies to minimize them and improve teams, considering the overall impact on the organization. It is not just about reducing conflicts between workers, departments, customers, and stakeholders. Strong managers and creative leaders can help reduce conflicts and ensure the success of the team. Conflict management is a skill that leaders learn to help their teams achieve goals.

What could be recommended from this review is that:

- Conflicts are not always harmful because sometimes to do a more effective job or to increase communication and cooperation in the team, there should be small conflicts to make a balance.
- Every team or staff regardless of their position should develop communication within the organization and cooperate to reduce these conflicts.
- Conflicts are inevitable.
- Just as there are diverse types of conflicts, there are also diverse types of conflict resolution strategies.
- Organizations should offer more training in soft skills where young people can learn more about communication, conflicts, and teamwork.

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