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# **WORKPLACE CONFLICT MANAGEMENT AND ORGANIZATIONAL SUSTAINABILITY**

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# INTRODUCTION

## ❖ **The Phenomenon of Workplace Conflict:**

- **Obvious Social Factor**
- **Inevitable**
- **Undesirable**
- **Unattractive**
- **Manageable**
- **Require adaptive Management Skill**

## ❖ **Workplace Conflict can therefore be:**

- **A positive indicator of effective organizational management**
- **A motivating catalyst for creativity, innovation and organizational learning**
- **An apparatus that can trigger persistent rivalry that could threatens organization sustainability**
- **A surplus platform of opportunities for adjustment and adaptation, correction and reconciliation, for the betterment of both the organization and the employees**



# CONCEPTUAL CLARIFICATIONS

## ❖ CONCEPT OF WORKPLACE CONFLICT

- **A complex concept which on the least involves the interaction of cognitive, psychological, physiological, and contextual dynamics (Oachesu, 2016)**
- **A natural disagreement resulting from individuals or groups that differ in attitudes, beliefs, values or needs (Hoban, 1992).**
- **A state of friction caused by the actual or perceived opposition of needs, values and interests between working together (Wang & Wu, 2020).**
- **A struggle or contest between people with opposing needs, ideas, beliefs, values, or goals (Foundation Coalition, 2013).**
- **Common attribute associated with almost every definition revolve around words such as differences, disagreement and incompatibility in connection to needs, ideals, values, belief and goals.**



# CONCEPTUAL CLARIFICATIONS

## ❖ CONCEPT OF CONFLICT MANAGEMENT

- **Strategies designed towards avoidance, reduction, elimination of conflict.**
- **Designing effective strategies to minimize the negative effects of conflict and improving on the positive functions of organization learning to facilitate effectiveness and efficiency**
- **Ability of an organization to identify sources of conflict and implement strategic measures to minimize or control its effect on the organization outcomes**
- **Exertion to regulate or control conflict through a number of events.**
- **Putting in place strategies as internal mechanisms used by the several authorities in resolving conflict.**
- **Ability of an organization to identify sources of conflict and to implement strategic measures to minimize or control its effect on the organization (Armstrong, 2006)**

# CONCEPTUAL CLARIFICATIONS

## ❖ CONCEPT OF ORGANIZATIONAL SUSTAINABILITY

❖ **The idea of sustainability is a pragmatic and anthropocentric one.**

### Dimensions or Pillars of Organizational Sustainability

PILLAR	FOCUS
❖ <b>Economic Sustainability</b>	Focus on various kinds of “capital” (man-made, natural, human, social) that should be sustained
❖ <b>Social Sustainability</b>	Focus on the extent to which social values, social identities, social relationships and social institutions can continue into the future” (Black, 2004)
❖ <b>Environmental Sustainability</b>	Focus on maintaining the integrity of ecosystems through the efficient management of natural resources (Jackson, et al. 2012)





# TRIGGERS OF WORKPLACE CONFLICT

- ✓ Misconception
- ✓ Poor team spirit
- ✓ Constant negative attitude
- ✓ Poor communication system
- ✓ Low group trust
- ✓ Egoism
- ✓ Divergent value or interest
- ✓ Latent grievance
- ✓ Pay
- ✓ Weak relational structure
- ✓ Poor management or government policy
- ✓ Disagreement between employer and workers.
- ✓ Negligence of duty
- ✓ Favouritism
- ✓ Forceful and compulsory retirement/retrenchment of workers
- ✓ Misunderstandings
- ✓ Unintended meanings
- ✓ Poor administrative choices
- ✓ Ineffective leadership styles
- ✓ Unclear roles and responsibilities
- ✓ False expectations
- ✓ Fluctuating economic and political conditions
- ✓ Unimpressive conditions of service
- ✓ Indiscipline
- ✓ Role conflicts
- ✓ Salary comparison
- ✓ Nepotism
- ✓ Disproportionate wage

(Wang & Wu, 2020; Awan & Saeed, 2015; Agwu, 2013; Armstrong, 2006)

Kindly mention two more.....

# TYPES OF CONFLICT

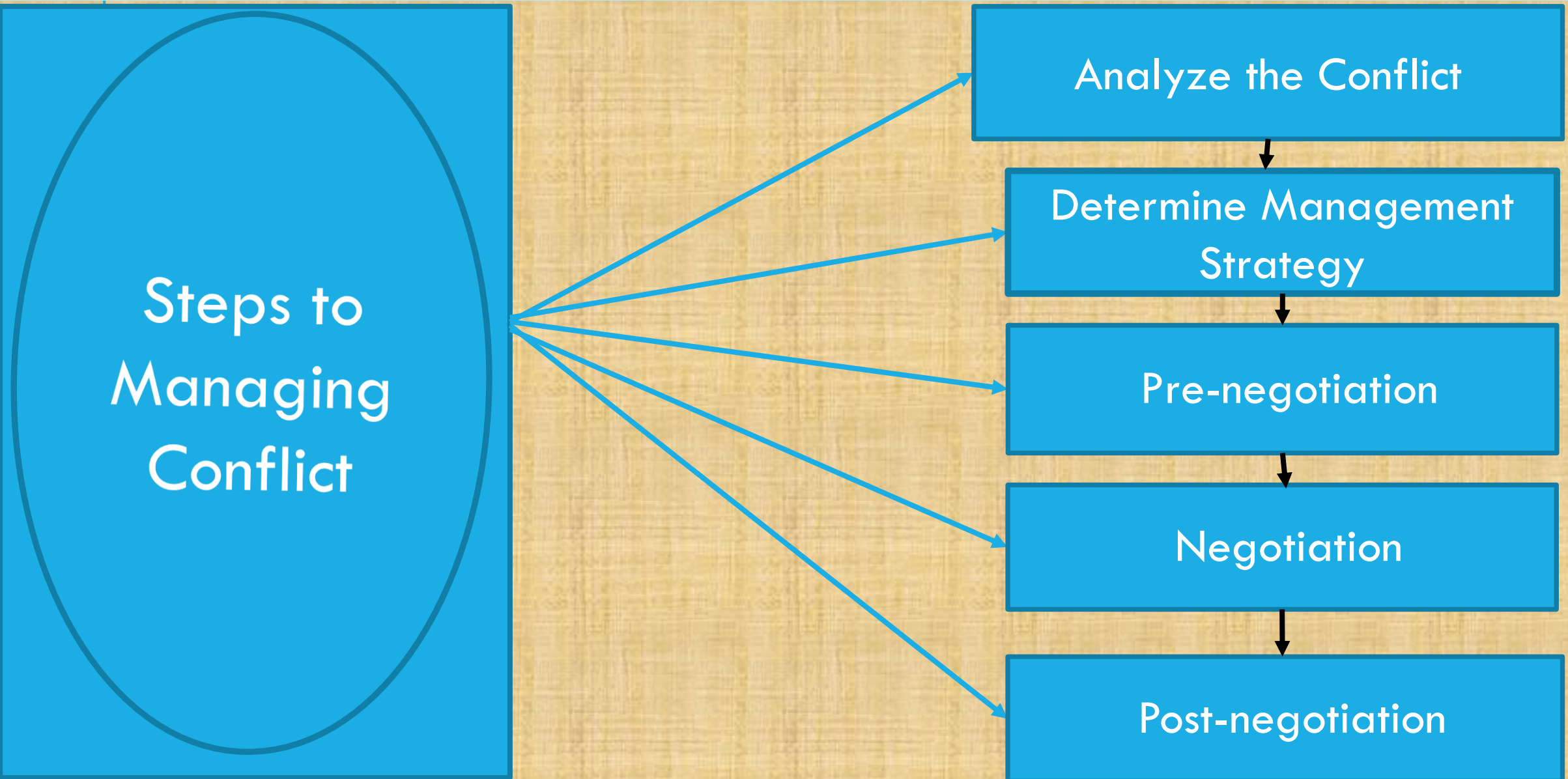
## CONFLICTS BASED ON LOCATION

## CONFLICTS BASED ON THE EFFECTS

<b>Intrapersonal Conflict</b>	<b>Occurs within a person as he takes a decision on the use of time, choice of career, moral issues, goals and aspirations etc</b>	<b>Functional or Constructive Conflict</b>	<b>Tends towards Improving quality of decisions, stimulates creativity and innovation through which problems can be aired and tensions released</b>
<b>Interpersonal Conflict</b>	<b>Occurs between two or more individuals as a result of differences in opinion, motives and actions</b>		
<b>Intragroup Conflict</b>	<b>Occurs between individuals within a group</b>	<b>Dysfunctional or Destructive Conflict</b>	<b>Could lead to retarded communication, reduction in group cohesiveness and subordination of goals, low productivity and organization imbalances</b>
<b>Intergroup Conflict</b>	<b>Occurs between groups of people such as solidarity groups, activity groups etc inter-departmental groups</b>		
<b>Intra-organizational Conflict</b>	<b>Occurs between group of members of an organization</b>		
<b>Inter-organizational Conflict</b>	<b>Occurs between two or more organizations</b>		



# STEPS IN CONFLICT MANAGEMENT







# CONFLICT MANAGEMENT STRATEGIES

## CONFLICT MANAGEMENT STRATEGIES

**Collaboration:** Integrating ideas set out by multiple people

**Compromise:** Management of conflict by mutual give-and-take

**Accommodation:** Entails giving the opposing side what it wants

**Competition:** Operates as a zero-sum game, in which one side wins and other loses

**Avoidance:** Seeks to put off conflict indefinitely

**Communication:**

- 7% **VERBAL:** What you said (the message itself)
- 38% **VOCAL:** How you said it (the intonation, projection and resonance of the voice)
- 55% **VISUAL:** body language / non verbal



# THEORETICAL BACKGROUND

## THEORY

## PERSPECTIVE

### ❖ Traditional Theory

- ❖ Based on the premise that conflicts are bad and totally evil
- ❖ Conflict are caused by troublemakers, and should be suppressed to the full
- ❖ The goal of the management team is to ensure the organisation is portrayed to the work group as the only authority that should demand their compliance

### ❖ Contemporary Theory

- ❖ Recognizes that conflicts between stakeholders within an organization are unavoidable and, if handled effectively, can be advantageous for the organization (Kirchoff & Adams, 1982)
- ❖ The diverse interest leads to the existence of different authority within an organization
- ❖ Organizational relationship is based on divergent interests, hence the need for regulation to solve conflict



# EMPIRICAL EVIDENCE OF THE RELATIONSHIP BETWEEN WORKPLACE CONFLICT MANAGEMENT AND ORGANIZATIONAL SUSTAINABILITY

AUTHOR(S)	FOCUS	METHODOLOGY	FINDINGS
<b>Aremu, Adeyemi &amp; Abogunrin (2022)</b>	<b>Workplace conflict management and organizational sustainability in selected manufacturing organizations in Nigeria</b>	<b>Questionnaire was used to collect primary data from the employees of five manufacturing companies domiciled in Kwara State, Nigeria.</b>	<b>Communication and negotiation strategies significantly influence organizational sustainability, while third party strategy was found to be negatively related</b>
<b>Anyakie (2018)</b>	<b>Impact of conflict management on organizational effectiveness of selected micro-finance banks in Port Harcourt, Rivers State</b>	<b>Primary data collection was done using questionnaire</b>	<b>Results showed a significant relationship between conflict management (collaboration and compromising) and organizational effectiveness (client/customer satisfaction and quality of work-life)</b>
<b>Uzoечи and Carlton (2014)</b>	<b>Communication and Conflict Management: towards the Rhetoric of Integrative Communication for Sustainability in Nigeria's Oil Industry</b>	<b>Based on literature review of studies</b>	<b>Integrative communication, as a conflict management strategy facilitate a process of management towards sustainability</b>



# DIMENSIONS OF EFFECT OF WORKPLACE CONFLICT MANAGEMENT ON ORGANIZATIONAL SUSTAINABILITY

- 1. Foster Employee Well-being:** A supportive work environment characterized by fair and transparent conflict resolution processes promotes employee well-being, reducing stress and enhancing job satisfaction. This, in turn, fosters higher levels of employee engagement and retention, contributing to organizational sustainability.
- 2. Nurture Productive Organizational Culture:** Conflict management practices shape organizational culture by shaping norms of communication, collaboration, and respect. Organizations that prioritize open dialogue and constructive feedback cultivate a culture of trust and psychological safety, enabling employees to voice concerns and contribute to innovation.
- 3. Promote Performance and Productivity:** Efficient conflict management enables teams to focus on strategic objectives, leading to improved performance and operational efficiency.
- 4. Enhances Stakeholder Relationships:** Effective conflict management improves relationships with stakeholders, thus helping organizations to build trust and credibility, which are essential for long-term sustainability.
- 5. Triggers Innovation and Adaptation:** Proper conflict management can stimulate creativity and innovation by challenging existing assumptions and fostering alternative perspectives. This in turns can help organizations to adapt to evolving market conditions and maintain relevance in a dynamic business environment.



# IMPLICATIONS AND RECOMMENDATIONS

- ❖ **The empirical evidence presented in this paper underlines the importance of implementing proactive conflict management strategies to enhance organizational sustainability.**
- ❖ **To achieve this goal, organizations should:**
  - ✓ **Invest in conflict management training and skill development programs for managers and organization members.**
  - ✓ **Foster a culture of mutual respect, empathy, and diversity to create an environment conducive to constructive conflict resolution and innovation.**
  - ✓ **Establish clear policies and procedures for addressing conflicts, ensuring fairness and consistency in decision-making.**
  - ✓ **Foster a culture of open communication, feedback, and collaboration, encouraging constructive dialogue and mutual understanding.**
  - ✓ **Continuously monitor and evaluate conflict management processes, soliciting feedback from stakeholders to identify areas for improvement.**



# CONCLUSION

- ❖ **Effective conflict management is integral to organizational sustainability, impacting employee well-being, organizational culture, performance, and stakeholder relationships.**
- ❖ **By adopting proactive approaches to conflict resolution and fostering a culture of collaboration and respect, organizations can enhance their long-term viability in an increasingly competitive and dynamic business environment.**

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