Annotated Bibliography

This bibliography is in alphabetical order but is also sub sectioned in the following categories: types of conflict (toc), sources of conflict (soc), and conflict resolution strategies (cr). Please refer to the added tag in the reference area.

Théry, A., Verstraeten, M. (2018). Satisfaction and perception of conflict in teams : understanding their relationship and the importance of interaction types. Retrieved from http://libproxy.chapman.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,uid&db=edszbw&AN=EDSZBW1019784512&site=eds-live (toc-1)

This paper centers on understanding of social satisfaction as it pertains to conflict. It focuses on the task and relationship conflict types. Participants were videotaped and coded with the IT3D coding system. Conclusions show a noteworthy positive relationship between social interactions and satisfaction. Specifically, when task conflict (content) were increasing, instrumental and social satisfaction were diminished. In contrast, no relationship with team member satisfaction was noticed for process conflict and relationship conflict. In addition, only the perception of task conflict was proportionally observed when opposing ideas in the group arose. Finally, it was confirmed that perceived task conflict is harmful to instrumental and social satisfaction as well as team member satisfaction; whereas perceived relationship conflict has negative impacts on social satisfaction. This is confirmation that perceived conflict, in any kind, brings lower satisfaction of stakeholders. This in turn reveals that socialization interactions are associated with higher satisfaction, but also better outcomes (Théry & Verstraeten, 2018a). Secondly, lower team member satisfaction was linked to perceived task and relationship conflicts. On the other hand, task conflict, to a certain level, was found to be beneficial (Théry & Verstraeten, 2018a).

Hinds, P. & Mortensen, M. (2005). Understanding Conflict in Geographically Distributed Teams: The Moderating Effects of Shared Identity, Shared Context, and Spontaneous Communication. *Organization Science*, (3), 290. https://doi-org.libproxy.chapman.edu/10.1287/orsc.1050.0122 (toc-2)

Hinds & Mortensen study the conflict of geographically distributed teams in places of work. They examine conflict--its precursors and results on performance in two types of teams (distributed and collocated), with the goal of understanding how conflict those teams. Their hope is to reveal insight into how existing models of conflict may be improved by including distributed teams. In their findings they report that distributed teams recounted more task and interpersonal conflict. They further report to finding evidence that shared identity and or context weakened the effect of distribution on interpersonal conflict and task conflict respectively. Hinds & Mortensen tested nine different hypotheses, unfortunately, most were found inconclusive. On the positive side was support for Hypothesis 1: “Shared identity will moderate the relationship between geographic distribution and conflict,” and partial support for Hypothesis 4: “Task conflict will be associated with lower performance in collocated and distributed teams.” Their conclusions sited that spontaneous communication is important in the relationship between distribution and conflict, that communication is of grave importance as is shared context. In sum, they found task conflict to lead to lower performance.

Medina, F., Munduate, L., Dorado, M., Martínez, I., Guerra, J. (2005) "Types of intragroup conflict and affective reactions", Journal of Managerial Psychology, Vol. 20 Issue: 3/4, pp.219-230, https://doi.org/10.1108/02683940510589019 (toc-3)

Medina et al. reports about intragroup conflict and affective reactions. They purpose to explore the influence conflict has on satisfaction, wellbeing, and propensity to leave a job. To do this they analyze the mediated and moderated roles of task and relationship conflict. The study involved having 169 employees from six hotels in Spain fill out a questionnaire. The findings of the study revealed different consequences for task and relationship conflicts. While relationship conflict has a negatively predictable association with affective reactions, task conflict is not predictable, further, relationship conflict increased the desire to leave the current job, while task conflict by itself did not. However, propensity to leave increases greatly when both types of conflict are present in high levels – but reduces proportionally as relationship conflict decreases. Medina et al. gives a review of former findings that warn against the use of task conflict as a means of innovation as their study provides evidence of a link between task and relationship conflict. Benefits from task conflict will dissipate as relationship conflict increase. As a result, the use of enhanced task conflict as a means of innovation may backfire.

Jehn, K. (1997). A Qualitative Analysis of Conflict Types and Dimensions in Organizational Groups. *Administrative Science Quarterly*, (3), 530. https://doi-org.libproxy.chapman.edu/10.2307/2393737 (toc-4)

This paper presents investigations of work team conflict across six work teams. The study was performed through interviews and on-site observations which resulted in a generalized conflict model. Observations show that relationship and process conflict is unfavorable to performance and satisfaction. Task conflict's effects on performance depend on different dimensions. While emotionality shows a reduction in effectiveness, resolution potential and acceptability increase effectiveness. Groups that accept task but not relationship conflict are the most effective. Belief that resolution is possible plays an unexpected positive role when found. Jehn observed that conflicts that were believed to have a high degree of resolution potential actually were resolved. In addition, it was observed that when goals are believed to be attainable performance results increased.(Locke et al., 1981). The results of the study revealed four distinct dimensions of conflict impact group performance. 1. Negative emotionality resulted in poor group performance and low satisfaction. 2. Acceptability norms improved the positive effect of constructive conflict and decreased any negative effect on satisfaction. 3. Belief of resolution positively influenced performance and satisfaction and decreased any negative effects. 4. Importance of the issue elevated any conflict effect.

Barber, M. (2016). The Ontario Bilingual Schools Issue: Sources of Conflict, (3), 227. Retrieved from http://libproxy.chapman.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,uid&db=edspmu&AN=edspmu.S1710109366300014&site=eds-live (soc-1)

 Barber reveals a case study on conflict resulting from the bilingual language issue which in Canada. After confederation French was accepted in most Ontario Schools, however, after 1885 the Dept. of Education in Ontario began to require English to be the main language in the school system. The growing concern stemmed from many war years, in which the Irish-Catholic Canadians wanted to claim Anglo-Saxon superiority in the region. A mandate from the Catholic Church to cease the teaching of the French language in all schools resulted in revolution. The people rose up and the French-Canadian Education Society was birthed. This resulted in the ousting of the number one proponent Bishop Fallon who had to leave Canada for a time as a result. After a while the Church won out, Bishop Fallon was asked back as Arch Bishop, and French Bilingual language was no longer taught. The struggle characterizes a piece of history to show the ill ineffectiveness of forcing and a form of conflict resolution as even today French is one of the main languages of the area.

Hasani, K., Boroujerdi, S. (2013). Sources of Organizational Conflict in Educational Institutions. Theoretical Insights and a Case Study. *Journal of Defense Resources Management, Vol 4, Iss 1, Pp 99-110 (2013)*, (1), 99. Retrieved from http://libproxy.chapman.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,uid&db=edsdoj&AN=edsdoj.8f5a431d03894e2c8e52bf499063fb41&site=eds-live (soc-2)

Hasani and Boroujerdi done a study on the conflict in university where they applied the descriptive -exploratory method of study using 521 official and non-official members of the Sanandaj University with a sample size of 220 individuals. In a literature review, of fourteen different articles, Hasani and Boroujerdi showed that that beliefs, expectations, attitudes, and perception within the area of education could render either positive of negative effects in the executing of tasks by employees. The study provides several definitions of conflict according to different authors, however, Hasani and Boroujerdi settle with, “conflict as a relational process influenced by the presence of incompatible activities.” Ten hypotheses are provided in the study of which four are supported. 1. Regarding incompatible goals, 2. Meaningful difference were found between university members concerning incompatible goals. 3. Ambiguous rules and policies resulted in deficiency. 4. The presents of an inconsistent evaluation and reward systems added job stress. Finally, it was also noticed that job security was means of control. Final Results revealed that conflicts resulted from incompatible goals, ambiguous rules, role conflict, inconsistent evaluation and reward systems, job stresses.

Greenhaus, J., Beutell, N. (1985). Sources of Conflict between Work and Family Roles. *The Academy of Management Review*, (1), 76. Retrieved from http://libproxy.chapman.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,uid&db=edsjsr&AN=edsjsr.258214&site=eds-live (soc-3)

Greenhaus and Beutell done a study on the conflict between work and family roles. The result suggest that conflict is present in three areas. 1. When roles are conflicting in time. 2. When stressors from one role hinders completing the requirements of another. 3 When required behaviors of one role hinder efforts in completing requirements of another. Greenhaus and Beutell divide conflict into the categories of role conflict, inter-role conflict, work-family conflict. Work-family is then sub-categorized into time-based Conflict, strain-based conflict, and behavior-based conflict and reports that, “an employee’s personal orientation may affect work-family conflict by virtue of its influence on time commitment to the work role.” The hypotheses present 10 propositions. Of which all present at least a partial fulfillment. The result of this study is summed up in a couple statements. 1. All things being equal, for any person wherein work and family are both highly important work-family conflict will be particularly on hand. 2. Separate work and family worlds are becoming more myth than reality (Kanter, 1977).

Argyle, M., Furnham, A. (1983). Sources of Satisfaction and Conflict in Long-Term Relationships. *Journal of Marriage and Family*, (3), 481. https://doi-org.libproxy.chapman.edu/10.2307/351654 (soc-4)

Argyle and Furnham used 52 subjects, 15 sources each of satisfaction and out of which three clear sources for satisfaction developed; where only two factors developed for conflict in long term relationships. However, evidence for universal sources of satisfaction were present through shared-interests. The spousal relationship developed a class by itself setting the high standards in all three satisfaction and both conflict factors. The ratio of conflict to satisfaction in other long-term relationship was greater. These finding somewhat supported Foa and Foa’s (I974) six classes of resource, LaGaipa’s (1981)- lists, and Weiss’s (1969) conclusions that relationships serve five functions. However, Argyle and Furnham found satisfaction and conflict are compatible with a positive correlation This points to the conclusion that satisfaction in relationship is partly due to the presents of conflict and satisfaction together, especially in spousal relationships. The findings further confirm that marriage is a unique relationship, which cannot be grouped with any of the other. Lastly the findings reveal that, in terms of satisfaction, the most similar relationship to the marriage relationship is with parents.

Talmaciu, I., Maracine, M. (2010). Sources of Conflicts within Organizations and Methods of Conflict Resolution. *Management & Marketing, Vol VIII, Iss 1s, Pp 123-132 (2010)*, (1), 123. Retrieved from http://libproxy.chapman.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,uid&db=edsdoj&AN=edsdoj.f9e863d1f205424284733d004170a47d&site=eds-live (cr-1)

Talmaciu and Marancine show that conflict management is as important as the other management functions for conflict in groups. Resolution, on the basis of a cost by the cost analysis of conflicts at an organizational level is at the studies center after defining conflict as; “anxiety, hostility, resistance, open aggression, as well as the types of opposition and antagonistic interaction, including competition.” The article lists the states of conflict, the beneficial effects, the sources of conflict, the types of conflict (interpersonal, intergroup), the twelve causes of conflict, a section on how to stimulate beneficial conflict, the states of evolution of conflict, and finally conflict management strategies. The traditional techniques are listed (avoidance, collaboration, competition, and compromise) and then lists a final step labeled adjustment. The authors then argue that in conflict management the following strategies can be used. 1. Ignoring the conflict. 2. Tolerance of the conflict. In addition, Talmaciu and Marancine list withdrawal, reconcilement, forcing, compromise, and confrontation as special states of resolution. Also, firms that invest in conflict management do better. They conclude in saying that conflicts are inevitable and are usually destructive and irreconcilable. On the flip side they say conflict is necessary for development and innovation.

Kulik, L., Walfisch, S., & Liberman, G. (2016). Spousal conflict resolution strategies and marital relations in late adulthood. *Personal Relationships*, *23*(3), 456–474. https://doi-org.libproxy.chapman.edu/10.1111/pere.12137 (cr-2)

This study examines different strategies of conflict resolution that husbands and wives use in marital conflict. Walfisch and Liberman examine the impacts of the strategies adopted by adult married couples. The study reported integration was the most prevalent strategy and explained most assessments of marital life, and dominance and avoidance the least prevalent strategies. Results also showed integration, compromise, and concession, were decidedly cooperative strategies (Hanzel & Segrin, 2009), whereas avoidance lead to no real conflict resolution (Cahn, 1990), and dominance was correlated with low marital quality (Kulik & Havusha-Morgenstern, 2010). Walfisch and Liberman researched using five hypotheses. They found that when either husband or wife used dominance, thoughts of divorce were increased by the other. Whereas, soft tactics using compromise had no negative effect on trust which reduced thoughts of separation. Finally, the study revealed that couples with a long marital relationship prefer to use cooperative strategies rather than confrontational strategies that aim to achieve dominance.

Phillips, E., Cheston, R. (1979). Conflict Resolution: What Works? *California Management Review*, (4), 76. https://doi-org.libproxy.chapman.edu/10.2307/41164837 (cr-3)

Phillips and Cheston graduates of MIT and Harvard done a study on the things that work in resolving business conflict. The methods they present are forcing(win-lose), problem solving (win-win), compromise (they both get something), and avoidance (only useful if forcing or compromise are the chosen methods). Their study revealed communication to be the premier cause of conflict. Misunderstandings due to semantics, unfamiliar language, or ambiguous or incomplete information are all lumped into this one communication category. However, personal conflict, which always presents negatively, are many times the result of personality characteristics, such as authoritarianism or dogmatism, which may stem from narcissism, sociopathy or psychopathy, whereas, task conflict is normal in problem solving. Structural conflict is shown to be most common type described by participants; next was conflict due to personal values or personality. Though forcing was the tactic most used it only had positive results half the time. Problem solving was overwhelming favored when successful. Lastly, follow-up was found to be necessary when using force methods.

Webb, S. (1995). A solution-oriented approach to conflict resolution in a work system. *British Journal of Guidance & Counselling*, *23*(3), 409–419. https://doi-org.libproxy.chapman.edu/10.1080/03069889500760401 (cr-4)

This is a study on solution-oriented family therapy approach to conflict resolution in a work system. Webb attempts to identify solutions to conflict using a post-modern approach. The study is an extension of Doherty (1991), “*A work system of a solution-oriented approach*.” Emphasis is on language in this approach, it also makes use of metaphor as a tool. Webb states that there are three problematic areas in tertiary education administration. 1. The restructuring of programs, 2. The allocation of new staff positions, and 3. The appointment of heads of department. The results show that a non-hierarchical and laboratory approach can be of particular value for work systems. Business and educational administration situated within larger systems which are organized along traditional hierarchical lines, in developing more creative ways of managing their own structures can benefit from a post-modern approach using ideas from the therapy employed in the workshops. Counsellors, consultants and facilitators may also find this technique beneficial (see also e.g. Dovey, 1993).