CitationToc -1

Théry, A., & Verstraeten, M. (VerfasserIn). (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

These findings confirm that perceived conflict, in any kind, results in lower satisfaction of team members.

First of all, socialization interactions are associated with higher satisfaction, but also better outcomes (Théry & Verstraeten, 2018a).

Secondly, perceived task and relationship conflicts seem to be associated with lower team member satisfaction. As task conflict (up to a certain level) was found to be beneficial to performance (Théry & Verstraeten, 2018a),

Citation Toc -2

Pamela J. Hinds, & Mark Mortensen. (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

Hypothesis 1. *Shared identity will moderate the relationship between geographic distribution and conflict,*

*particularly interpersonal conflict.*

Hypothesis 2. *Shared context will moderate the relationship between geographic distribution and conflict,*

*particularly task conflict.*

we speculate that spontaneous communication will play a central role in mitigating

conflict on distributed teams because it allows team members to learn informally about what others are doing, enabling them to identify and resolve issues before they escalate (see Kiesler and Cummings 2002). It will, we argue, do this in three ways. First, it will increase shared identity. Second, it will increase shared context. Finally, it will have an independent moderating effect on the relationship between distribution and conflict that can be explained by its role in facilitating conflict identification and handling.

Hypothesis 3a. *Spontaneous communication will be positively related to shared identity.*

Hypothesis 3b. *Spontaneous communication will be positively related to shared context.*

Hypothesis 3c. *Spontaneous communication will moderate the relationship between geographic distribution*

*and conflict.*

Hypothesis 4a. *Task conflict will be associated with lower performance in collocated and distributed teams.*

Hypothesis 4b. *Interpersonal conflict will be associated with lower performance in collocated and distributed*

*teams.*

Hypothesis 4c. *Task conflict will be more strongly associated with reduced performance in distributed as*

*compared with collocated teams.*

Hypothesis 4d. *Interpersonal conflict will be more strongly associated with reduced performance in distributed as compared with collocated teams.*

The results of regression analyses (see Table 3, Model 1a and Table 4, Model 2a) confirm a significant positive relationship between distribution and task conflict ( = 0 41, p < 0 01) and a marginally significant positive relationship between distribution and interpersonal conflict ( 0 29,p<010). thus providing some support for Hypothesis 1.

The results from our interviews reinforce that shared team identity may have ameliorated interpersonal conflict in the distributed teams we studied.

This suggests that separate models are not required to explain the dynamics of distributed teams, but that, to reflect this new type of team, models of teams may need to be augmented with those factors that remain undetected in collocated teams because of their weak effects.

Our results are inconclusive

Thus, our results suggest that shared identity and shared context could moderate the diversity-conflict relationship, especially for structural forms of diversity, but more research is needed to evaluate this proposition.

Communication and we found that the relationship between geographic distribution and conflict was

Moderated by the variables we investigated, but others have argued convincingly that the distribution-conflict relationship may, in fact, be mediated by shared identity.

Our results indicate that task, but not interpersonal, conflict was associated with lower performance, providing partial support for Hypothesis 4a

In sum, our results suggest that task conflict is associated with lower performance and that distributed teams report more task conflict,

Our findings also offer some guidance for managers of distributed teams. For example, we found that spontaneous communication may be particularly important for distributed teams as a means of preventing and amelio rating conflict.

We also found that an unshared context was particularly detrimental to distributed teams

Citation: toc-3

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Overview

Types of intragroup conflict and affective reactions

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Abstract:

Purpose

– Seeks to evaluate the link between task and relationship conflict, and their influence on some employees' affective reactions such as satisfaction, wellbeing, and propensity to leave a job; and to analyse the mediated and moderated role of relationship conflict.

Design/methodology/approach

– The study involved 169 employees from six service organizations (hotels) in Andalusia (Spain). A questionnaire was used containing different measures: task and relationship conflict, wellbeing, job satisfaction, and propensity to leave the job.

Findings

– The two types of conflict have different consequences. Data show that relationship conflict is negatively associated with affective reactions, while task conflict does not relate directly to affective reactions in a predictable way; relationship conflict has a positive influence on the desire to leave the current job, while task conflict does not affect it negatively; the interactive effect of relationships and task conflict shows that this interaction contributes substantially to predict the propensity to leave the current job; and relationship conflict mediates in the link between task conflict and affective reactions.

Research limitations/implications

– A high level of task conflict may backfire by boosting relationship conflict as well, thus having a negative effect on affective reactions. Thus some conclusions can be drawn with a view to improving conflict management in teams. First an attempt must be made to understand the type of conflict that is taking place. Second, managers should encourage open discussion of task‐related issues. Third, special attention should be paid to the level of each conflict because of its interactive effects on some affective outcomes. Thus, in spite of the generally beneficial effects associated with task conflict, the intensification of task‐related conflict may backfire when interacting with dysfunctional affective‐dissent.

Highlights

Finally, many studies finding positive effects of task conflict on performance, also found negative effects of task conflict on team member satisfaction (e.g. Jehn, 1995).

For this reason, combinations that involve a high intensity of conflict – like high task and relationship conflict – would have a negative influence on subjects’ affective reactions.

H1. Relationship conflict will reduce satisfaction and well-being in organization members and increase propensity to leave a job.

H2. The combination consisting of a high task conflict and a high relationship conflict will decrease satisfaction and well-being, and will increase propensity to leave a job.

H3. Relationship conflict will mediate the link between task conflict and satisfaction, well-being and propensity to leave the job.

Baron and Kenny (1986) suggest a three-step process for testing mediation using regression:

(1) Regressing the mediator on the independent variable.

(2) Regressing the dependent variable on the independent variable.

(3) Regressing the dependent variable on both the independent variable and the mediator.

Task conflict was significantly related to relationship conflict.

This result suggests that the relationships between task conflict and some affective variables are fully

mediated by relationship conflict

The results indicate that the two types of conflict have different consequences. Data show that:

relationship conflict is negatively associated with affective reactions, while task conflict does not relate directly to affective reactions in a predictable way;

relationship conflict has a positive influence on the desire to leave the current job, while task conflict does not affect it negatively;

the interactive effect of relationships and task conflict shows that this interaction contributes substantially to predict the propensity to leave the current job; and

relationship conflict mediates in the link between task conflict and affective reactions.

expected, relationship conflict decreases employees’ satisfaction and psychological well-being

It has been found that propensity to leave the current job increases when both types of conflict are present at high levels and decreases when high task conflict is combined with low relationship conflict

The present study provides strong evidence for the link between task and relationship conflict. Thus, relationship conflict mediates the link between task conflict and affective reactions. Therefore the benefits from task conflict may sometimes disappear as the level of relationship conflict increase.

These results suggest that enhancing task conflict may backfire as the transformation of task into relationship conflict may be counterproductive.

essential to provide practical guidance on how to manage intragroup conflicts. Our results suggest that it is important to consider the task conflict’ intensity in teams

First of all, before planning the intervention, an attempt must be made to understand the type of conflict that is taking place. Secondly, managers should encourage open discussion of task related issues, in certain limits, in order to improve the quality of decisions as well as their acceptance by the group members. However, managers should mitigate or resolve relationship conflicts as soon as possible. Thirdly, special attention should be paid to the level of each conflict because of its interactive effects on some affective outcomes.

Toc-4

Karen A. Jehn. (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>

For example, a member of the Communication Unit indicated a feedback loop in his tree model (fig 1). Demonstrating that equipment problems (teak conflict) led to bad attitudes and people problems (relationship conflict). Relationship conflicts were also manifested as task conflicts (1.5 percent). An example from the field notes elaborates this: “ You know, I really don’t like Bob, and I think I’m just going to trash every idea he comes up with in this meeting.”

In addition to three conflict types, interpretations of the data suggested the presence of four conflict dimensions: negative emotionality, importance, acceptability, and resolution potential.

The data suggests a systematic association between the conflict types and group performance. Excessive relationship conflict (e.g., Government Contracts) apparently led to very poor performance.

Displays of interpersonal hostility (yelling, name-calling, throwing things at people) prevented productive work.

Overall, even in this small sample, relationship conflict was negatively correlated with both performance and satisfaction.

Major disagreements always interfere. Overall the data indicates that high levels of process conflict interfered with performance by allowing group meme e to work at cross-purposes, by creating inconsistencies in task roles in the group, and generating time-management problems.

Over all the groups, more frequent expressions of emotion—in association with task, process, or relationship conflict—seemed to portend increasingly poorer performance.

I observed that conflicts that had been described as having a high degree of resolution potential actually were resolved.

Beliefs that their problems could be solved also contributed to their performance.

High levels of performance results when goals are difficult yet attainable (Locke et al., 1981)

Process conflict appears to have a direct negative relationship with group performance: low levels of process conflict are positively related to performance, while higher levels are increasingly detrimental to group performance.

Four distinct dimensions of conflict that moderate its impact on group performance. 1. Negative emotionality was associated with poor group performance and low member satisfaction. 2. Acceptability norms increased both the positive effect of constructive conflict and the negative effect of destructive conflict on group performance and member satisfaction. 3. Resolution potential positively influenced the constructive effects of conflict on performance and satisfaction and decreased the negative effects. 4. Importance enhanced conflicts effects. This model is presented in figure 3.

While moderate task conflict generally facilitates group performance, it can be dysfunctional when it includes strong negative emotion (e.g. anger, defensiveness) abnd perceptions that it is not resolvable.

The data suggest that both of these norms can help enhance performance. Open and supportive norms about task conflicts seem to make groups more effective managers of their task conflict. The opposite is true for relationship conflict. Grops with closed, defensive norms about relationship conflict are more effective that groups with open norms; supportive, open norms increase the number and the intensity of relationship conflicts in the group but inhibit group members’ ability to deal constructively with it. The current data suggests that the optimal profile for high-performing groups includes important, moderate task conflicts, no relationship conflicts, little or no procedural conflict, with norms that task conflict is acceptable and resolvable and with little negative emotionality.

Process and relationship conflict were detrimental to satisfaction and performance, while moderate to high levels of task conflict were positively related to group performance.

 The data reveal that organizational members have relationship, process, and task-related conflicts that can be highly emotional, can have little potential for quick resolution, and can be very important to the group’s members. This can be a recipe for disaster it the conflicts ar not brought under control and managed.

While research has begun to suggest ways to create productive conflict in organizations ( Amason and Achweiger, 1994; Van de Vliert and De Dreu, 1994; Jehn, 1995), it remains clear that destructive conflict, fueled by interpersonal difficulties, process, uncertainty, and negative emotion can undermine the potential benefits of group interaction.

Coc -1

Marilyn Barber. (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>

Coc-2

Kaveh HASANI, & Saeed SADEGHI BOROUJERDI. (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>

Conflict in university is a phenomenon drawing increasing attention on behalf of managers and staff. In the article, the descriptive -exploratory method was applied. The population was 521 offi cial and non-offi cial members of the Sanandaj University. 220 individuals were chosen as the sample. Results revealed that, between managers and staff, there were confl icts regarding incompatible goals, ambiguity and role confl ict, ambiguous rules, inconsistent evaluation and reward systems, job stresses, and defi ciency in the information system of the university.

Conflict is a sort of social status in which two or more people either face with is agreement concerning fundamental issues or show emotional hostility towards each other [1]. Interpersonal dynamic process which is shaped in accordance with the internal and external conditions of the parties, affecting individual and group achievement positively or negatively [2]. Organizations possesses an unpleasant background about conflict and considers it a negative phenomenon. because they have different needs, aims, and values. like a university, which has varying interests and benefits, mental conflict would be inevitable.

Several studies show that attitudes, beliefs, perception, and expectations of managers within the area of education, and their relations with staff, could either blunt or facilitate executing tasks by employees. Many of the dissatisfactions, such as poor functioning, non-effective activities, degradation in the level of operations, and conflicts between managers and staff, all come from the deficient understanding of factors causing conflict. the aim of this study was to analyze the sources of organizational conflict within the Islamic Azad University.

DEFINING CONFLICT

Parker Follett, an early scholar of organization behavior and pioneer in the study of conflict, defined conflict simply as “difference” [7]. Kurt Lewin defined conflict more broadly as “a situation in which oppositely directed forces of about equal strength play upon a person simultaneously” [8]. Morton Deutsch [9], conflict as existing whenever incompatible activities (opposing goals, claims, beliefs, values, wishes, actions, feelings, etc.) occur. Dean Pruitt and Sung Hee Kim (2004) conflict as arising from perceived divergence of interest [0]. We define conflict as a relational process influenced by the presence of incompatible activities.

REVIEW OF RELATED LITERATURE

Juan D. (2008) [12] in a study entitled “Systematic resolution of conflict situations in collaborative facility design” presents the following conclusions concerning the findings of the research undertaken: incorporation of principles for prevention of conflict perpetuation and escalation improved effectiveness; implementation of computer based learning increased usefulness; and integration of conflict detection and resolution resulted in increased effectiveness of the facility design process.

Filiz Kantek (2009) [13] in the study “Conflict in schools: Student nurses’ conflict management styles” determined that the students preferred to use styles that produced positive results in conflict resolution and that the frequency of experiencing conflict and the feeling of success in conflict had an effect on the choice of conflict management style. Therefore, we believe it will be helpful to analyze the relationship between the causes of conflict between the student and the instructor in the practice field and the uses of conflict management styles.

Jesse S. (2009) [14] in “A comparative test of work-family conflict models and critical examination of work-family linkages” indicates that “direct effects drive work-family conflict models while indirect effects provide little incremental explanation with regard to satisfaction outcomes”. Kuo-Hsiung (2010) [15] in the study “Conflict-coordination learning in marketing channel relationships: The distributor view” highlights that positive conflict attitudes are positively related to conflict coordination learning (CCL), and that avoidance of conflict behaviors is negatively related to CCL. Furthermore, the results indicate that joint marketing strategy quality mediates the relationship between CCL and joint profit performance. Specifically, under high positive conflict attitudes, CCL strongly appears related to joint marketing strategy quality.

Ike C. Ehie (2010) [16] in “The impact of conflict on manufacturing decisions and company performance” underlines that “(…) conflict can facilitate or hamper company performance in an operational decision-making setting. Our results indicate that when conflict arises in a manufacturing decision, cognitive conflict would lead to a higher level of company performance particularly when the decision scenario is based on a market responsive situation (innovative products). Consistent with previous studies, affective conflict tends to have adverse effects on performance regardless of the decision scenario”.

Jia-Chi Huang (2010) [17] in the study entitled “Unbundling task conflict and relationship conflict: The moderating role of team goal orientation and conflict management” points out results showing that “team goal orientation and a conflict management approach moderated the relationship between task conflict and relationship conflict. The positive relationship between task conflict and relationship conflict was weaker under conditions of higher team learning orientation and lower team performance orientation. The positive association between task conflict and relationship conflict was also weaker among teams that engaged in cooperative conflict management and did not engage in the avoiding conflict management approach”.

Robert Goldblatt’s study (2011) [18] “Unlocking conflict through creative expression” the quantitative results had high inter-rater reliability and gave clear support for Cooper’s Conflict Ladder as an instrument to further measure conflict for art therapists. The qualitative findings were consistent with the quantitative findings, clearly supporting the practical application of the instrument and furthering exploration and investigation of art therapy as a tool for assessment of conflict and avenue for therapeutic reduction of conflict.

Charlotte M. Karam’s scientific investigation (2011) [19], “Good organizational soldiers: conflict related stress predicts citizenship behavior” aims her study at examining employee behavior in times of conflict, namely the relationship between employee conflict related stress and engagement in organizational citizenship behavior and the role of cohesiveness as a potential cross-level moderator of this relationship. As opposed to previous research in the field, the results indicated that employees results indicated that employees engage more in organizational confl ict behavior (OCB) when they experience greater amounts of stress and that this is more likely to occur in cohesive groups rather than in non-cohesive groups. In terms of the social implications, the conclusions pinpoint that “extraordinary times call for extraordinary efforts and that employees often meet this challenge through their engagement in behaviors that will contribute positively to the social-psychological environment of the workplace”.

Sonja Rispens’s study (2012) [19] “The Influence of Conflict Issue Importance on the Co-occurrence of Task and Relationship Conflict in Teams” confirms “the buffering effect of conflict issue importance. When teams fight about important task issues, no association between task conflict and relationship conflict was found. This effect could be partially attributed to the decrease in negative emotions present in teams during important task conflicts”.

Richard A. Posthuma (2012) [21] in the study “Conflict management and emotions” indicates that a broad range of positive and negative emotions, such as anger, enthusiasm, excitement, guilt, and remorse, are significantly related in complex and varied ways to various aspects of conflict management. The studies highlight not only the importance of understanding specific emotions in conflict situations, but also the need to understand how and when the regulation of emotions can facilitate effective conflict management.

Carlos Montes (2012) [22] in “Affective choice of conflict management styles” reveals that affective groups statistically differ in their self-reported conflict management styles. Positive moods and feelings have been found to be related to the preference for more cooperative strategies.

 Moritz Römer’s study (2012) [23] entitled “A Helping Hand ? The Moderating Role of Leaders’ Conflict Management Behavior on the Conflict–Stress Relationship of Employees” confirmed their expectations “that the perception that leaders engaged in third-party forcing behavior and avoiding behavior amplified the effects of conflict on conflict-related stress. Furthermore, they found that leaders’ third-party problem-solving behavior had a buffering effect on the association between relationship conflict and conflict-related stress”.

Paul Teague et al.(2012) [24] in “Line managers and the management of workplace conflict: evidence from Ireland” showed that confident, independent and well-supported line and supervisory involvement in conflict management is a direct function mainly of the adoption of commitment-oriented HRM and indirectly of the influences that prompt firms to invest in this model. Organizations without commitment oriented HRM policies are likely to possess inadequate support structures to assist line managers in carrying out conflict-management activities.

O. P. Akinnubi et al. (2012) [25] in “Principal’s Personal Characteristics and Conflict Management in Kwara State Secondary Schools, Nigeria” indicated that a significant relationship existed between principal’s personal characteristics and conflict management in the Kwara State secondary schools. Hence, it was recommended, among others, that the principal should understand the cause of conflict in the school system and use appropriate strategies to ameliorate the situation based on personal characteristics.

Saeed Moghaddas Pour et al. (2012) [26], in “An empirical study to measure the relationship between management style and conflict management” confirmed that there is only a meaningful relationship between relationship-oriented leadership with solution-based conflict management. In other words, the survey indicates that when there is a conflict, management can handle the problem using their relationship and find appropriate solutions to resolve any possible conflict.

L.M. Wamocha (2012) [27] in “Intervention Measures in Conflict Management in Boarding Secondary Schools in Western Province, Kenya” showed that the concept of “conflict management” refers to an act and also a process of resolving disputes between two or more parties with the view of coming to a resolution. The significance of the study findings were: to provide greater insight to the administrators of secondary schools on the intervention measures in conflict management in boarding secondary schools. Furthermore, the findings of the study may help education policy makers, managers of schools, head teachers and teachers in providing guidelines on proper use of punishment in conflict management. The conclusion derived from the review provided above is that none of the research studies cited is related to the issue of “sources of organizational conflict”. However, all studies mention the existence of differences and suggest means to solve these.

**Research hypotheses**

The research hypothesis underlying our study were formulated as follows:

1. Between members of the university, in the incompatible goals, there are significant

differences.

2. Between members of the university, in the different values and beliefs, there are significant differences.

3. Between members of the university, in the ambiguity and role conflict, there are significant differences.

4. Between members of the university, in the Problems of communications, there are significant differences.

5. Between members of the university, in the Ambiguous rules, there are significant differences.

6. Between members of the university, in the Inconsistent evaluation and reward system, there

Are significant differences.

7. Between members of the University, in the Authority conflict, there are significant differences.

8. Between members of the University, on the job stress, there are significant differences.

9. Between members of the university, in the Task conflict, there are significant differences.

10. Between members of the University, in the Deficiency in information system, there are

significant differences.

Results of the Tukey post hoc test imply that regarding incompatible goals, the board of directors of this university had a meaningful difference with both staff and faculty members.

Discussion

There was a meaningful difference between members of Sanandaj University concerning incompatible goals. Concerning the subject of different values and beliefs, no meaningful Difference appeared among university members. Implemented studies clarified that managers did not specify responsibilities and job expectations of staff. communication, no meaningful difference appeared among university members.

Policy-makers did not make clear rules and approaches, resulting in deficiency in swift and instantaneous decisions and thorough knowledge of entire rules Neither staffs nor managers allocate enough time to understand rules properly. Authority conflict faced no proof of presence among members of university.

There is a meaningful difference between university staffs regarding inconsistent evaluation and reward systems. Job stress, as another source of organizational conflict, encountered a eaningful difference among the members of the Sanandaj’s university. It seems the lack of concern for the mental and physical limits of the staffs and the positions job descriptions of faculty and employees, cumulated with the exceeding expectations of managers led to harsh stress of staffs. This stress somehow evolves and the overall feeling is that whatever staffs do seems lame to the board of directors. Job security is a matter of drastic fear and stress among the members of the university for, anytime, they may face firing. The members of the Islamic Azad university of Sanandaj branch had no meaningful difference regarding task conflicts.

Conclusions

Sanandaj’s Islamic Azad University, like incompatible goals, ambiguity and role conflict, ambiguous rules, inconsistent evaluation and reward system, job stresses, and deficiency in information system of university, led to conflict in members of university.

Coc-3

Jeffrey H. Greenhaus, & Nicholas J. Beutell. (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>

An examination of the literature on conflict between work and family roles suggests that work-family conflict exists when: (a) time devoted to the requirements of one role makes it difficult to fulfill requirements of another; (b) strain from participation in one role makes it difficult to fulfill requirements of another; and (c) specific behaviors required by one role make it difficult to fulfill the requirements of another. A model of work-family conflict is proposed, and a series of research propositions is presented.

**The Meaning of Work-Family Conflict**

**Role Conflict**

Kahn etal. Have defined role conflict as the” simultaneous occurrence of two (or more) sets of pressures such that compliance with one would make more difficult compliance with the other.” (1964, p. 19) An examination of the literature suggests three major forms of work-family conflict: (a) time-based conflict, (b) strain-based conflict, and (c) behavior-based conflict. Thus an employee’s personal orientation may affect work-family conflict by virtue of its influence on time commitment to the work role.

 Gyllstrom (1977) found that married persons experienced more work-family conflict tha unmarried persons. However, husbands of managerial/professional women have been found to experience more intense work-family conflict that husbands of nonmanagerial/nonprofessional women. (Greenhaus & Kopelman, 1981).

Summary. The findings of the empirical research are generally consistent with the notion of time-based conflict. Work schedules, work orientation, marriage, children, and spouse employment patterns may all produce pressures to participate extensively in the work role of the family role. Conflict is experienced with the demands of the other role domain.

Strain-Based Conflict

 There is considerable evidence that wok stressors can produce strain symptoms such as tension, anxiety, fatigue, depression, apathy, and irritability (Brief, Schuler, & Van Sell, 1981; Ivancevich & Matteson, 1980).

Work related sources of conflict. Ambiguity and/or conflict within the work role have been found to be positively related to work-family conflict (Jones & Butler, 1980; Kopelman et al. 1983). (See Burke et al., 1980b, for exception.) In addition, low levels of leader support and interaction facilitation appear to produce work-family conflict (Jones & Butler, 1980).

 Pleck et al. (1980) reported that physical and psychological work demands were positively related to several types of work-family conflict. In addition, Burke et al. (1980b) found that the following work stressors were related to work family conflict: rate of work environment changes; participation in boundary-spanning activities: stress in communications; and mental concentration required at work.

 In addition, Jones and Butler (1980) found that work-family conflict was negatively related to task challenge, variety, and importance and was positively related to task autonomy. Burke et al. (1980b). Automy and conflict reported by Jones and Butler is more difficult to explain, especially because autonomy in their study was related to such positive outcomes as satisfaction with the job and the organization. About the “negative emotional spillover” from wok to nonwork, Bartolome and Evans suggest that certain stressful events at work (specifically, coping with a new job, poor job-person fit, and disappointment due to unfulfilled expectations) produce fatigue, tension, worry, or frustration that make it difficult to peruse a satisfying nonwork life. Job burnout can have a debilitating effect on the quality of an employee’s family life. (Jackson & Maslach, 1982).

 Family Related Sources of Conflict. Conflict within the family has been associated with high levels of work-family conflict (Kopelman et al., 1983; Study 1). Taken as a whole, these findings suggest that strain, conflict, or the absence of support in the family unit may contribute to work-family conflict.

 Behavior-Based Conflict. Specific patterns of in-role behavior may b incompatible with expectations regarding behavior in another role.

Directions for Future Research

Proposition 1: Simultaneous pressures from both work and family roles are necessary to arouse work-family conflict.

 Inconsistencies in research results find that relationships between work-family conflict and several job-related variables such as challenge, variety, importance, role ambiguity/role conflict reported nonsignificant relationships among similar variables. (Burke et al, 1980b)

Proposition 2: Self-perceptions of role requirements are significant sources of pressures within a given domain.

Proposition 3A: Role .salience is positively related to the level of work-family conflict.

 There is some evidence of a positive relationship between the salience of the work role and the work-family conflict. ( Greenhaus & Kopelman, 1981).

Proposition 3B Role salience moderates the relationship between externally-produced role pressures and wok-family conflict. One implication of Propositions 3a and 3b is that all other things equal, persons for whom work and family are both highly salient would be particularly susceptible to work-family conflict.

Proposition 4: Work-family conflict is strongest when there are negative sanctions for noncompliance with role demands.

Proposition 5a. The directionality of work-family conflict is perceived only after a response to the conflict situation is made.

Proposition 5b. Role senders attribute the effects of work-family conflict to the internal dispositions of the focal person in a domain-specific fashion.

Proposition 6a. Work-family conflict is related to a person’s level of “career success.” It is often imagined that the hard-driving, successful employee is most susceptible to conflict between work and family roles. This notion is consistent with the model presented here.

 Their data suggest that the inability to meet personal needs (because of disconfirmed expectation and contradictory role demands) and the loss of affiliative satisfaction (perhaps due to an extensive commitment to work at the expense of family) produce social and personal alienation (Korman et al., 1981). It is interesting to note that a decline in marital happiness has been traced to a husband’s upward mobility (Dizard, 1968).

Proposition 6b. Work-family conflict is related to the stage of a person’s career.

Proposition 7: Support from significant others is related to work-family conflict.

Conclusion

They myth of separate work and family worlds is surely eroding (Kanter, 1977)

Coc-4

Michael Argyle, & Adrian Furnham. (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>

In regard to nine relationships of 52 subjects, 15 sources of satisfaction and 15 sources oj

conflict were rated. Three clear satisfaction factors emerged, and there were two conflict

factors. There was some evidence for universal sources of satisfaction-the shared-interests

factor, although this was low for neighbors. Spouse was in a class by itself. with the highest

scores on all three sat is/action and both conflict factors. The ratio of conflict to satisfaction

was greater jar all the less voluntary relationships and for the lower status relationship.

A number of age and sex differences appeared. The implications for exchange theory

are discussed.

Exchange and equity theory suggest that relationships are maintained by the provision of rewards by both sides. Foa and Foa (I974) suggested that six classes of resource are used in these exchanges -- money, goods, services, love, status, and information. Another list of goals or rewards in relationships was produced by LaGaipa (1981)-identity, affective, expressive, sociability, and instrumental aid. On the other hand, Weiss (1969) concluded from a series of case studies that relationships serve five functions-expressing feelings freely, social integration, nurturant or parental roles, reassurance of worth, and assistance by kin.

The implications for exchange theory are discussed below. In the first place satisfaction and conflict are apparently compatible with each other and the closer the relationship the more there is of both: e.g., spouse is very high on both, neighbor very low. The relative amount of conflict, however, is greater in those relationships that are voluntary and where one has less power, e.g.m with work supervisor. Young females have a close relationship with their sisters, with whom they report a lot of conflict. The nature of the satisfaction varies to some extent across relationships for example, parents, spouses, and work supervisors provide material for financial help or advice, whereas friends are higher on shared interests. There is really only one rather general conflict factor, although adolescents, spouses and work superiors were high on a second smaller factor of criticism.

Relationships and opposite sec friend and sibling, but not for spouse have a positive correlation. These results support the idea that satisfaction and conflict are entirely compatible. We also found that there is more conflict and less satisfaction for younger spouses, supporting the idea that conflicts have to be worked through.

What are the implications for marriage? In the first place, the study confirms that marriage is a uniquely intense relationship, which cannot be grouped with any of the other relationships studied. The most similar relationship in terms of satisfaction is with parents.

CR-1

Iuliana TALMACIU, & Mihaela MĂRĂCINE. (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>

**More and more specialists believe that conflict management is as important as the other management believe that conflict management is as important as the other management functions. We can say that there is no organization without conflicts and no functions. The present paper tries to identify the modality in which conflicts are born, as well as to present various strategies of conflict resolution, on the basis of a cost resolution, on the basis of a cost basis of a cost analysis generated by conflicts at organizational level.**

**The conflict comprises a series of human affective states such as; anxiety, hostility, resistance, open aggression, as well as the types of opposition and antagonistic interaction, including competition.**

**Webster 1967 defines the conflict as” “disapprobation…war, flight and collision, emotional tension… opposition manifested by people.”**

**States of Conflict.**

* **Affective states of individuals (hostility, frustration, care, anxiety);**
* **Cognitive states (consciousness of conflict states);**
* **Behaviorist states (from passive resistance to declared aggression, without neglecting secretiveness, without neglecting secretiveness, abjection).**

**Conflicts may also have beneficial effects:1. The diminution of accumulated tensions, being a real help for the stability and integration of members.2. The possibility of groups to express their opinions and wishes. The impulses emerged thus might be consumed more efficiently due to the transformation effect into various changes.3. The maintenance of the stimulation level necessary for creativity, inter-group conflicts representing a motivation source when looking for changes.**

**4. Suggesting a group identity.**

**The organizational practice shows that conflict states are used as important strategies to obtain a better result as opposed to the others.**

**General sources of conflict within organizations**

1. **Lack of communication.**
2. **Disagreement.**
	1. **The ambiguity of the information, the wrong ambiguity of the information, the wrong presentation of reality, denaturizing the presentation of reality, denaturizing the others’ thinking are the main reasons for others’ thinking are the main reasons for incompetent managers.**
3. **Limited resources.**
4. **Social status.**

**The specific conflict types, we may also identify further types,**

* **Interpersonal conflicts – the main reasons are: The differences in professional training; stress resistance, effort capacity; non-correspondence of character and behavior; sexual harassment; sexism.**
* **Intergroup conflicts – the main reasons are: wrong communication; different value systems; different purposes; organizational ambiguities; dependence of limited resources; mutual department influence, dissatisfaction to the professional status.**

**According to Sam Deep and Lyle Sussman, the essential causes of conflicts are:**

1. **Different points of view regarding the priority objectives – the regarding the priority objectives.**
2. **Different points of view regarding the methods used.**
3. **Perception differences or differences in the value system.**
4. **Lack of communication or wrong communication.**
5. **Competition regarding insufficient resources.**
6. **Difference of power, status, and culture.**
7. **Competition for supremacy.**
8. **Invading the territory.**
9. **Ambiguity.**
10. **The activity nature and the presence of tasks.**
11. **Changing the external environment of the organization.**
12. **Aggressiveness and stubbornness.**

**Stimulate beneficial conflicts within organizations through the following measures.**

* **Encourage the employees to have different opinions and to ask questions about the facts; reward then when they do so.**
* **Employ people who do not think the same way as your do, but make sure that they will respect the authority.**
* **When you suspect that your subordinates are afraid to admit that they have different opinions, tell them you want to listen to that opinion;**
* **Do not react negatively to bad news, on the contrary, praise the employees who keep you informed.**
* **Help the team to see projects coming from outside to increase the cohesion of its members.**
* **Raise the level of your objectives and expectations towards your employees;**
* **Make your subordinates compete with each other, but do not allow them to sabotage each other.**

**The stages of conflict evolution**

1. **Strained state (in which there are all the premises for triggering the conflict);**
2. **Recognizing the conflicting state, increasing the conflicting state (when the strained state accumulates, but without triggering the conflict;**
3. **Triggering the conflict, ceasing the conflict.**

**Also Stephen P. Robins underlines fice stages of the conflict.**

* **Potential opposition of incompatibility.**
* **Recognition and customizing;**
* **Intentions of goals; Behavior Consequences.**

**Conflict Management Strategies**

**Three prior action could lead to greater chances of success.**

* **Precisely defining the subject of the dispute;**
* **Narrowing the area of the dispute;**
* **Widening the spectrum of solution possibilities.**
* **Limited relaxation techniques.**

**Thomas identifies five methods of conflict settlement**

1. **Avoidance.**
	1. **The problem is unimportant or other more important provlems have become more pressing;**
	2. **There is no chance of satisfying your interests;**
	3. **Triggering a conflict is more plausible than solving the problem;**
	4. **To give people time to calm down and to have a perspective on the development of the events;**
	5. **Additional information is needed;**
	6. **Others may resolve a conflict in a more effective manner;**
	7. **The problems seem to be essential or symptomatic;**
2. **Collaboration**
	1. **Finding some integrative solutions for interests of major importance;**
	2. **When one’s own goal is to learn;**
	3. **Combining contradictory opinions;**
	4. **Winning everybody’s adherence by considering multiple interests and by achieving a general consensus;**
3. **Competition**
	1. **When decisional fastness is of vital importance;**
	2. **In important problems in which unpopular action must be implememted;**
	3. **In the issues vital to the firm, when managers are convinced that their view is correct;**
	4. **Against those who take advantage of a lenient attitude;**
4. **Compromise**
	1. **Goals are important, but the risk of triggering a conflict is too high.**
	2. **Opponents with equal power are determined to implement ideas that exclude each other.**
	3. **To achieve a temporary balance.**
	4. **To ensure an “honorable” withdrawal, when collaboration or competition cannot lead to a positive outcome in terms of satisfying their own interests.**
5. **Adjustment**
	1. **When one reaches the conclusion that one’s judgments are not correct;**
	2. **To allow another better option to be applied;**
	3. **To obtain a social loan in anticipation of future more important problems;**
	4. **To minimize losses;**
	5. **When the situation is out of control;**
	6. **When harmony and stability are essential.**

**Other autors argue that in conflict management the following strategies can be used.**

1. **Ignoring the conflict – if there is danger of a destructive conflict, the manager’s failure of addressing it can be interpreted as an escape from the managerial responsibilities.**
2. **Tolerance of the conflict – If the conflict is weak.**

**In specialized literature one can find the following approaches to solve conflicts in terms of the manager’s action.**

**Withdrawal, Reconcilement , Forcing, Compromise, Confrontation.**

**Conflict Generated Costs.**

 **Not many organizations afford to invest in proper and constructive management of conflicts, but those which do it are those which quickly evolve towards the best performance. Due to Conflict labor productivity by reach up to 60%. Studies show that 42% of the managers’ time is dedicated to solving conflicts.**

**Conclusions.**

**From the above described analysis, the following conclusions can be drawn:**

* **Conflict must be considered an inevitable part of the organizations’ life;**
* **Most people consider conflicts as destructive collisions, irreconcilable, after which some gain at the expense of others;**
* **A medium-level conflict is necessary to enable the development of organizations processes and pave the way for change;**
* **Conflict may lead to the motivation of solving problems that otherwise go unnoticed, being able to lead to creative behavior;**
* **In the future it is necessary for managers to have more knowledge about the possibilities of constructive settlement of conflicting situations.**

CR-2

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>

**Abstract**

In this study, we examined differences in the spousal conflict resolution strategies of husbands and wives in late adulthood among a sample of 76 married Israeli couples (*N* =152). Using dyadic analysis (the actor–partner interdependence model), we examined the impacts of the strategies adopted by each spouse as well as their partner on evaluations of marital life as reflected in their assessments of positive and negative dimensions of marital life. The findings revealed that integration was the most prevalent strategy used by both spouses, whereas dominance and avoidance were the least prevalent strategies. Moreover, integration contributed most significantly to explaining assessments of marital life.

Spousal conflict resolution strategies:-- A conceptual approach

The results of these studies have revealed that the strategies of integration, compromise, and concession, which are considered soft, cooperative strategies, promote spousal adjustment (Hanzel & Segrin, 2009), whereas the strategy of avoidance, which is motivated by a lack of desire to confront one’s spouse, does not lead to real conflict resolution (Cahn, 1990). Moreover, the strategy of dominance, which is considered to be coercive and emphasizes control over others (Greeff & De Bruyne, 2000), was found to be related to low marital quality in an Israeli study (Kulik & Havusha-Morgenstern, 2010).

Theoretical framework: Gender and conflict resolution

Thus, in the resolution of spousal conflicts, it may be expected that men tend to focus on achieving the goal itself whereas women tend to focus more on the process of achieving the goal. In this context, some of the studies conducted in the field of work in North America have found that women tend to adopt concessional conflict resolution strategies (Greeff & De Bruyne, 2000), whereas men tend to adopt strategies that are confrontational (Rosenthal& Hautaluama, 1988), competitive (Rubin& Brown, 1975), and avoidant (Greeff & DeBruyne, 2000). Women usually attempt to resolve spousal conflicts by being sensitive to the spouse, whereas men are characterized by instrumentality (Baucom, Notarius, Burnett, & Haefner, 1990).

Men show a greater tendency than women to adopt the strategy of avoidance (Christen & Heavey, 1990).

Hypothesis 1: Men will show a greater tendency than women to use rigid, noncooperative strategies (dominance and avoidance), whereas women will show a greater tendency than men to use soft, cooperative strategies (concession, compromise, and integration).

Trust in the spouse

Zanna (1985) proposed a more complex definition, and identified three distinct components of the concept: predictability , which emphasizes consistency and stability and enables one to predict behaviors; dependability, which reflects characteristics such as sincerity and reliability, which enable one to depend on the spouse; and faith, which reflects a sense of security in the relationship and confidence that the spouse will facilitate the pursuit of one’s best interests.

The association of conflict resolution strategies with the marital relationship.

Other studies have found that the use of soft, cooperative conflict resolution strategies such as concession and compromise by one spouse, as well as the use of humor, is positively associated with assessments of marital relationships as adaptive (Lawrence & Bradburg, 2007). Moreover, it has been found that the strategy of avoidance is associated with unresolved tension between couples, which often has a destructive impact on the spousal relationship (Gottman, 1994).

Hypothesis 2: The use of soft, cooperative spousal conflict resolution strategies (concession, compromise, integration) by one partner (the husband or wife) will be positively associated with their own assessments of the positive dimensions of the marital relationship (marital quality and trust in the spouse) and negatively associated with their own assessments of the negative dimensions of the marital relationship (marital burnout and thoughts about separation). These associations will be stronger for wives than for husbands.

Hypothesis 3: The use of rigid, noncooperative spousal conflict resolution strategies (dominance, avoidance) by one partner (husband or wife) will be positively associated with their own assessments of the negative dimensions of the marital relationship (marital burnout and thoughts about separation) and negatively associated with their own assessments of the positive dimensions of the marital relationship (marital quality and trust in the spouse). These associations will be stronger for wives than for husbands.

Hypothesis 4: The use of soft, cooperative spousal conflict resolution strategies by one partner (husband or wife) will be positively associated with the other partner’s assessments of the positive dimensions of the marital relationship and negatively associated with the other partner’s assessments of the negative dimensions of the marital relationship. These associations will be stronger for wives than for husbands.

Hypothesis 5: The use of rigid, noncooperative spousal conflict resolution strategies by one partner (husband or wife) will be negatively associated with the other partner’s assessments of the positive dimensions of the marital relationship, and positively associated with the other partner’s assessments of the negative dimensions of the marital relationship. These associations will be stronger for wives than for husbands.

Results

Gender differences in spousal conflict resolution strategies (Hypothesis 1)

partners revealed that the husbands showed a greater tendency than their wives to adopt the strategies of compromise, concession, and avoidance. However, no differences between the partners were found with regard to the use of dominance and integration (failing to confirm Hypothesis 1).

The more the husbands and wives used the strategy of integration to resolve spousal conflicts, the higher their assessments of marital quality and the greater their trust in the spouse were, and the less they experienced marital burnout. Moreover, the more the husbands and wives used the strategy of concession, the higher their levels of trust in each other were; however, the use of dominance was related to the participants’ sense of marital burnout.

The more the wives used the strategy of integration, the less they thought about separation from the spouse, and the more they used the strategy of dominance, the lower their assessments of marital quality were.

The more the husbands adopted the strategy of compromise, the higher their assessments of marital quality and the higher their levels of trust in their wives were. In addition, the more the husbands used the strategy of concession, the higher their assessments of marital quality were.

The more the husbands used the strategy of concession, the higher the wives’ assessments of marital quality and the less the wives had thoughts about separation. Moreover, the more the husbands adopted the strategy of integration, the higher the wives’ levels of trust in them were. As for the husbands, the more the wives used the strategy of integration, the higher the husbands’ assessments of marital quality. Finally, the more the wives adopted the strategy of dominance, the lower the husbands levels of trust in them were.

The more one partner used the strategy of avoidance, the greater the other partner’s tendency to use this strategy was (Table 3). However, no significant correlations were found between partners in the use of the other conflict resolution strategies.

Among the wives, a positive association was found between the husbands’ use of concession and their own assessments of marital quality.

Trust between partners

According to Model 2, the husbands’ levels of trust in their wives were higher than the wives’ levels of trust in their husbands. Furthermore, a partner effect was found for the strategy of avoidance: The more the partners (husbands or wives) used this strategy, the higher their levels of trust.

Marital burnout -- *Thoughts about separation*

Compromise: The more the actors (husbands or wives) used this strategy to resolve spousal conflicts, the less they tended to have thoughts about separation, b=--0.56,p=.004. Moreover, a partner effect was found for the strategy of concession: The more the partners (husbands or wives) used this strategy to resolve spousal conflicts, the less they tended to have thoughts about separation.

Discussion

It appears that spousal relationships in late adulthood are more congenial than in earlier stages of marriage (Kulik & Havusha-Morgenstern, 2010).

contrary to expectations, the findings indicate that husbands showed a greater tendency than their wives to use the strategies of concession and compromise, which are soft and cooperative ways of resolving conflicts and are stereotypically viewed as feminine strategies. husbands prefer strategies of concession and compromise in settling spousal disagreements. It appears that the husbands ’assessments of the marital relationship were highest when the wives used balanced conflict resolution strategies, which take into account the needs of both partners.

Conclusion

To conclude, the findings of the study revealed that couples in late adulthood who have had a long marital relationship prefer to use cooperative strategies to resolve spousal conflicts rather than confrontational strategies that aim to achieve dominance over the partner. In so doing, the expected gender differences diminished and some of the finding were contrary to expectations. The strategies adopted by husbands and wives to resolve spousal conflicts affected their assessments of positive and negative aspects of their marital life. Moreover, in this process their assessments were related to the partner’s strategies, although this relation was more salient among wives than among husbands.

CR-3

Eleanor Phillips, & Ric Cheston. (1979). Conflict Resolution: What Works? *California Management Review*, (4), 76. <https://doi-org.libproxy.chapman.edu/10.2307/41164837>

**Dealing with conflict**

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**Methods of Conflict Resolution**

Forcing: The tough guy. One party uses superior power to impose a decision upon another party.

Problem solving: The joint-resolution.. Parties to the conflict seek a solution which will satisfy the goals of each, first sharing facts and feeling, then searching for a mutually acceptable solution. The major benefits are a shared commitment to the solution, and the establishment of a basis to resolve future conflicts.

Compromise: The give-and -take. Parties to the conflict bargain to split the difference—each must give up something. Negotiations may be direct, or via a third party. The major benefit is that the compromise settles the immediate issue.

Avoidance: Don’t make waves. Parties to the conflict withhold expression of true feelings and beliefs, and differences are glossed over. Confrontation is avoided. The major benefit is the advantage gained through the postponement of confrontation—to prepare the setting for forcing action, or to win over subordinates, peers or superiors.

**Causes of Conflict**

Conflicts usually arise from problems in communication or personal relationships, or are inherent in the organizational structure.

Communication: Conflict arises because of misunderstandings due to semantics, unfamiliar language, or ambiguous or incomplete information,

Structure: Conflict is due to power struggles between departments with conflicting objectives or reward systems, through com-petition for scarce resources, or through the necessary interdependence of tow or more groups to achieve their goals.

Personal: Conflict results from the incompatibility of personal goals or social values of an employee with the role behavior required by his job. Certain personality characteristics, such as authoritarianism or dogmatism, may lead to conflict.

**Study Results**

Structural conflict caused by struggles between departments or groups was the most common type described by study participants; next was conflict due to personal values or personality. Communication conflict was least common. The method most used to resolve conflict was forcing; compromise was used least. However, Forcing was considered good only half the time it was used. Problem solving was overwhelming favored when it was successful, but half of the time it was not successful.

**Successful Problem Solving**

Problem solving was used, at least initially, in 40 percent of the incidents described. Situations in which problem solving led to “good” results shared certain characteristic.

1. Interdependence. The mangers must work together to accomplish the task.
2. Mutual awareness of conflict or potential conflict.
3. Open-minded attitude
4. Willingness to ignore power issues.
5. Existing problem-solving procedures.

**The Problem-Solving Process**

Successful problem solving is characterized by several properties.

* An early start.
* Focus on solving the problem.
* Desire to solve the problem.

**Benefits and Obstacles**

Problem solving establishes a basis for future conflict resolution, creates good working relationships, and can reduce the tension of conflict—people are listened to, the focus is business, and the goals are organizational, rather than political. Delay in dealing with conflict permits the situation to deteriorate.

Power can be derived from three sources: authority of position; social influence, via performance and office politics; or possession of vital information.

**The Forcing Process**

Forcing achieves an immediate resolution, but is considered bad because lack of fairness, objectivity. Forcing was more often successful when the solution benefitted the organization, rather than one person or a small group. However, in all cases feedback is essential and follow up is necessary.

Follow-up is necessary because subordinates who do not support a solution may subvert its implementation. Power may win the battel, but power must also be exercised in the aftermath.

**Tough Guy or Problem Solver?**

The study results revealed five characteristics of situations that indicate the preferred resolution method: the conflict issue, the power relationships, the climate for resolution, the existing procedures for resolution, and the long-term potential for recurrence of the conflict.

**Guidelines to Conflict Resolution**

Based on analysis of the experiences related in our study, there are four stages to good resolution of conflict.

* Facing up to conflict
* Planning the resolution.

The process must include those who are affected by, or who will be essential to implementing, the resolution. Leaving out a key person may lead to an impractical resolution which ignores important issues or fails to provide motivation and means for implementation.

* Implementing the plan
* Following up

Conflict is inevitable in organizations. The managerial task is to permit conflict to serve a productive function, to focus business issues and reveal inconsistencies of work tasks, faulty communications, and other hindrances to organizational effectiveness.

CR-4

Webb, S. B. (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>

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A SOLUTION-ORIENTED APPROACH TO CONFLICT RESOLUTION IN A WORK SYSTEM

ABSTRACT The growing involvement of counsellors in organizational development is addressed by describing the application of a solution-oriented family therapy approach to conflict resolution in a work system. An account of the intervention outlines the system's storying of the problem, the development of new meanings and the identification of solutions. Key concepts in this post-modern approach are linked with the practices employed.

This paper describes the application to a work system of a solution-oriented approach, a recent development in family therapy practice (Doherty, 1991)

The therapist begins by eliciting from the family the problem-saturated story, which will portray the present dominant meaning. The problem is then externalized and framed as acting upon family members (White, 1989).

Because of the emphasis on language in this approach, metaphor, with its layering of meanings, can be a useful tool.

Seniority in a family is typically relatively clear and stable. In a workplace, however, seniority and status are complex, being a common source of disagreement and altering with time as members' positions change in relation to each other

Three areas are frequently problematic in tertiary education administration: the restructuring of programs, the allocation of new staff positions, and the appointment of heads of department. In all these cases, decisions touch the working lives of every staff member, demanding the reorganization of existing territory, changes to workloads, and challenges to status.

Conclusion

This paper has considered the application of solution-oriented techniques to the workplace. I have provided a detailed account of one group's generation of new meanings to demonstrate the relevance of post-modern approaches in family therapy for work systems, linking ideas from the therapy literature with the practices employed in the workshops. The approach described recommends itself to counsellors, consultants and facilitators as a strategy for addressing the problems of workplaces in a number of ways.

A non-hierarchical and laboratory approach can be of particular value for work systems, situated within larger systems which are organized along traditional hierarchical lines, in developing more creative ways of managing their own structures (see also e.g. Dovey, 1993).