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DAIMSR

Conflict

Programme Educational Objectives

Our program will create graduates who:

1. Will be recognized as a creative and an enterprising team leader.

2. Will be a flexible, adaptable and an ethical individual.

3. Will have a holistic approach to problem solving in the dynamic business environment.

Human Resource Management & Organizational Behavior Course Outcomes

- CO1-Students should be able to identify actual human resource management problems or issues related to recruitment, selection, training and development, performance appraisal and compensation management in the given situations/cases.

- CO2-For a given job profile, students should be able to design a job analysis and produce a job description and job specification.

- CO3-Students should be able to identify the suitable method from various traditional and modern methods of Performance Appraisal for a given situation.

- CO4- Given a situation, Students should be able to analyze fundamental concepts, principles, techniques and judgment in supply-demand forecasting and supply programs in determining HR planning.

- CO5- Students should be able to explain group dynamics and skills required for working in groups (team building).

- CO6- Students should be able to illustrate organizational change through Kurt Lewins Model.

Definition of Conflict..

Conflict is an inevitable and unavoidable part of our everyday professional and personal lives.

Causes of conflict

Misunderstanding

Personality clashes
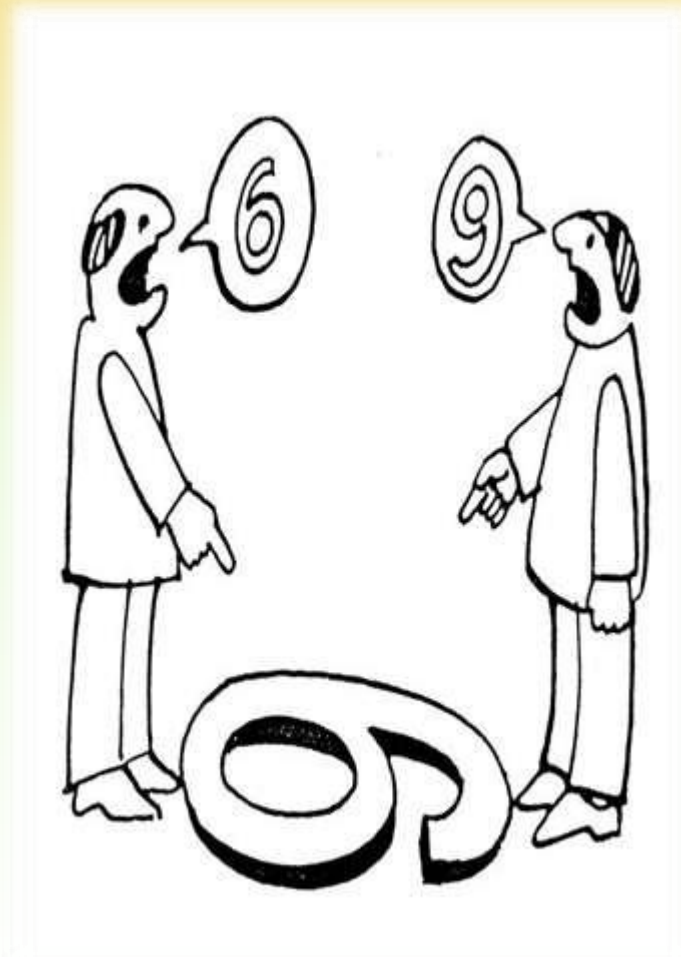
Competition for resources

Authority issues

Lack of cooperation

Differences over methods or style

Low performance

Value or goal differences

CONFLICT: CONSTRUCTIVE VS DESTRUCTIVE

- **The Value of Conflict**
- Conflict is **destructive** when it:
- Diverts energy from more important issues and tasks.
- Deepens differences in values.
- Polarizes groups so that cooperation is reduced.
- Destroys the morale of people or reinforces poor selfconcepts.

The Value of Conflict

- Conflict is **constructive** when it:
- Opens up issues of importance, resulting in issue clarification.
- Helps build cohesiveness as people learn more about each other.
- Causes reassessment by allowing for examination of procedures or actions.
- Increases individual involvement.

CONFLICT: DESIRABILITY VS UNDESIRABILITY

- Desirability of Conflict

- Conflict can be desirable.

- A moderate level of conflict across tasks within a group resulted in *increased group performance* while conflict among personalities resulted in *lower group performance* (Peterson and Behfar, 2003)

Undesirability of Conflict

- Conflicts can be hard to control once they have begun.

- The trend is toward escalation and polarization.

- When conflict escalates to the point of being out of control, it almost always yields negative results.

CONFLICTS: FUNCTIONAL VS DYSFUNCTIONAL

- **CONFLICTS ARE DYSFUNCTIONAL**
- Conflict is an indication that situation is threatening,
- Conflicts are unproductive and dysfunctional.
- Conflicts can delay or prevent the attainment of a goal Or frustrate an individual. In hospital situation
- Conflict is inevitable

CONFLICT ARE FUNCTIONAL

- All conflicts are not unproductive.

- Conflicts can be useful constructive, and positive, in fact, a relationship with frequent conflict may be healthier than one with no observable conflict

- Conflict can promote innovation, creativity and development of new ideas, which make organisational growth possible.

- If it is handled well, however, conflict can be productive – leading to deeper understanding, mutual respect and closeness. And the reality is all the major reforms and changes occur as a consequence of conflict

Individual Level Conflict:

- Management should keep in mind that all individuals have conflict within themselves.

- Conflict arises within an individual whenever his drives and motives are blocked or he is confronted with competing roles and goals and he is unable to take decisions.

- **Factors of Conflict in Individuals**
  - **Unacceptability**
  - **Incomparability (output can not be compared)**
  - **Uncertainty**

Interpersonal Conflict

- Interpersonal conflict involves conflict between two or more individuals I and is probably the most common and most recognized conflict. All conflicts are basically interpersonal conflicts because most of the conflicts involve conflict between a person in one organisation or a group and another person in other organisation or a group.

Sources of Interpersonal Conflict

- Personal Differences

- Information Deficiency

- Role Incompatibility

- Environment Stress

Group Level Conflict

- A group consists of two or more persons who are in interaction with each other, have a well defined structure of role and status relations and have a system values and norms of behaviour for the smooth working of the group. Groups not only affect the behaviour of their members, rather they have impact on other groups and the organisation as a whole. In this process of interaction, two types of conflict arises

- Intra group and

- Inter group.

Intra Group Conflict:

- Intra group conflict arises when differences crop up between the members of the group. The individual may want to remain in the group for social needs but may disagree with the group methods. Intra-group conflict may arise in three ways.
    - When the group faces a new problem
    - When new values are imported from the social environment into the group and
    - When a person's extra group role comes into conflict with his intra group role.

Inter Group Conflict

- Conflicts between different groups in the organisation are known as intergroup conflicts. Inter-group conflict may also be stated in terms of organisational conflict.

- **Causes of intergroup conflict may be summarized under four heads:**
    – Absence of joint decision making
    – Difference in goals
    – Difference in perception and
    – Difference in goals as well as perception.

Structurally, organisational conflict could be divided under four heads:

- **Hierarchical Conflict-**For example, the middle level management may conflict with the top or lower level management.

- **Functional Conflict-**For example, the production department may be in conflict with the marketing department.

- **Line-Staff Conflict-**

- **Formal-Informal Conflict**

Five Different Approaches to a Conflict:

- Avoidance

- Accommodation

- Compromise

- Competition

- Collaboration

My Goal (y-axis: Assertive Behavior)

Your Goal (x-axis: Supportive Behavior)

My Way — Competition

Our Way — Collaboration

Both Ways — Compromise

No Way — Avoidance

Your Way — Accommodation

Conflict Management Techniques

- **Collaborating** − win/win
- **Compromising** − win some/lose some
- **Accommodating** − lose/win
- **Competing** − win/lose
- **Avoiding** − no winners/no losers

Collaborating

- This technique follows the rule "I win, you win". Collaborating means working together by integrating ideas set out by multiple people. the objective here is to find a creative solution acceptable to everyone. It calls for a significant time commitment but is not appropriate for all conflicts.
  - There is a high level of trust
  - We don't want to take complete responsibility
  - We want others to also have "ownership" of solutions
  - People involved are willing to change their thinking
  - We need to work through animosity and hard feelings

Compromising

- This technique follows the rule "You bend, I bend". Compromising means adjusting with each other's opinions and ideas, and thinking of a solution where some points of both the parties can be entertained. Similarly, both the parties need to give up on some of their ideas and should agree with the other.

- This technique can be used in situations where −
  - People of equal levels are equally committed to goals
  - Time can be saved by reaching intermediate settlements on individual parts of complex matters
  - Goals are moderately important

Accommodating

- This technique follows the rule "I lose, you win". Accommodating means giving up of ideas and thoughts so that the other party wins and the conflict ends. This technique can be used when −
  - An issue is not that important to us as it is to the other person
  - We realize we are wrong
  - We are willing to let others learn by mistake
  - We know we cannot win
  - It is not the right time and we would prefer to simply build credit for the future
  - Harmony is extremely important
  - What the parties have in common is a good deal more important than their differences

Competing

- This technique follows the rule "I win, you lose". Competing means when there is a dispute a person or a group is not willing to collaborate or adjust but it simply wants the opposite party to lose. This technique can be used when –

  - We know you are right.

  - Time is short and a quick decision is to be made.

  - A strong personality is trying to steamroll us and we don't want to be taken advantage of.

  - We need to stand up for our rights.

Avoiding

- This technique follows the rule "No winners, no losers". Avoiding means the ideas suggested by both the parties are rejected and a third person is involved who takes a decision without favouring any of the parties. This technique can be used when −
  - The conflict is small and relationships are at stake
  - We are counting to ten to cool off
  - More important issues are pressing and we feel we don't have time to deal with this particular one
  - We have no power and we see no chance of getting our concerns met
  - We are too emotionally involved and others around us can solve the conflict more successfully
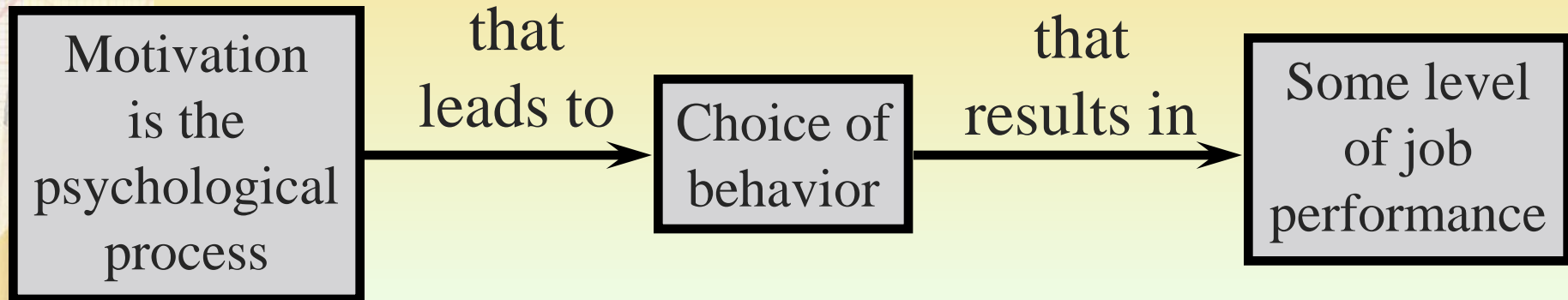
What is Motivation?

Motivation

The processes that account for an individual's intensity, direction, and persistence of efforts toward attaining a goal.

Key Elements

1. **Intensity: how hard a person tries**

2. **Direction: toward beneficial goal**
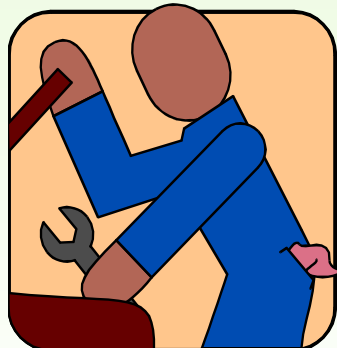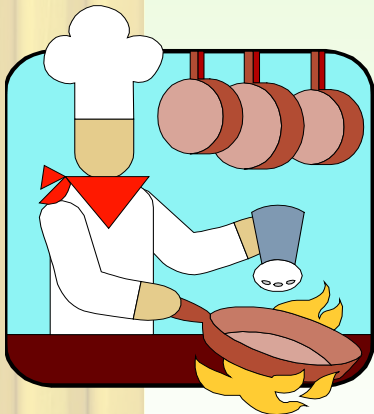
3. **Persistence: how long a person tries**

Introduction (Cont.)

| Motivation is the psychological process | that leads to → | Choice of behavior | that results in → | Some level of job performance |

The Motivation-Behavior-Job Performance Sequence

Job performance = f (ability * motivation * organizational support)

Intrinsic and Extrinsic motivation

Intrinsic motivation

- Intrinsic motivation, which refers to doing something because it is inherently interesting or enjoyable.

- Intrinsic motivation is defined as the doing of an activity for its inherent satisfaction rather than for some separable consequence

Examples of Intrinsic Motivation

- Writing short stories because you really enjoy writing them, reading a nonfiction book because you are curious about the topic, and playing chess because you enjoy effortful thinking are some intrinsic motivation examples.

Extrinsic Motivation

- Extrinsic motivation reflects the desire to do something because of external rewards such as awards, money, and praise.

- People who are extrinsically motivated may not enjoy certain activities.

- They may only wish to engage in certain activities because they wish to receive some external reward.

Example of extrinsic motivation

- Selecting a major specialization in college based on salary and prestige, rather than personal interest in the major.

4 kinds of motivation

Positive
Motivation towards a goal

Extrinsic
Somone wants you to do it

Intrinsic
You want to do it

"Write this report and you get a bonus." ✳

"I really want to write this report!" ✚

"Write this report or you're fired!" ✳

"I really don't want to write this report!" ✳

Negative
Motivation away from something

Why Extrinsic Motivation Doesn't Work?

- "If a reward — money, awards, praise, or winning a contest — comes to be seen as the reason one is engaging in an activity, that activity will be viewed as less enjoyable in its own right."
- Extrinsic motivation has some serious drawbacks:

- 1. It's not sustainable - As soon as you withdraw the punishment or reward, the motivation disappears.
- 2. You get diminishing returns - If the punishment or rewards stay at the same levels, motivation slowly drops off. To get the same motivation next time requires a bigger reward.
- 3. It hurts intrinsic motivation - Punishing or rewarding people for doing something removes their own innate desire to do it on their own.

Factors that promote intrinsic motivation

- Challenge - Being able to challenge yourself and accomplish new tasks.

- Control - Having choice over what you do.

- Cooperation - Being able to work with and help others.

- Recognition - Getting meaningful, positive recognition for your work.

- Happiness at work - People who like their job and their workplace are much more likely to find intrinsic motivation.

- Trust - When you trust the people you work with, intrinsic motivation is much easier.

Application of motivation concepts

others

rewards

Job design

QWL

Motivational practices

behaviour modification

PROBLEM of employees

Goal setting

empowerment

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