1. **Ms. Mariya Baig**,
Assistant Registrar,
Board of Advanced Studies and Research,
University of Karachi

2. **Dr. Ghazal Khawaja Hummayun**,
Assistant Professor (DPA),
University of Karachi

3. **Ms Soha Khan**,
Student of IBA Karachi (Institute of Business Administration)

Best Regards,
Mariya Baig

Abstract

The existence of conflict in an organization has an enormous impact at its extensive level. Its recognition has been highly perceived and consider as a social problem. The versatile nature and occurrence of conflict at an organizational level may have positive and negative impact and sometime both. Mishandling and mismanaging of conflict can badly result in tension, stress, quarrels, and social disagreements. Conflicting interest might exceedingly disturb and influence the hierarchical execution obstreperously among the individual and/or gathering of individuals. In this exploration, nature, causes, and cost to deal with the contention alongside its belongings at individual and hierarchical levels and authoritative execution is talked about. A self-managed poll is utilized to gather information for this study. There were 120 questionnaires dispersed among study appellant. The result demonstrates that the two most regularly confronted strife sorts are *intra-personal* and *interpersonal* conflict. Both employees and managers gave their views and mutual worries about the rise of conflict and contention, as it does not essentially convey constructive outcomes to the hierarchical execution organizational performance; instead it passes on negative effects more to the work execution and affiliation's effectiveness. In any case, out of the five most mainstream refereeing conflict methodologies, three techniques turn out to be the most embraced ones by the managers and different employees; these include: *integrating*, *dominating* and *compromising*.

Key words: *conflict management, organizational level, organizational performance, conflict methodologies*

INTRODUCTION

Conflicts in our social life are inevitable. Its penetration in our society is so deep that it has become unavoidable in every walk of life. Currently, conflict is considered as a dynamic phenomenon and its management at various levels needs multifarious strategies. The conflict in an organization may arise due to shortcomings in an organizational structure, inconsistency in policy matters, lack of communication at different level or personal disagreements among employees which may lead towards poor teamwork and sometimes even to the failure of the organization. Conflicts of various levels are presented below.

According to several authors Greenberg and Baron (1997, 1999), Ivancevich and Matteson (1996) and, Robbins and Coulter (1996) disagreements may create both positive and negative influences and thus end up either in improving the organization or damaging it. An
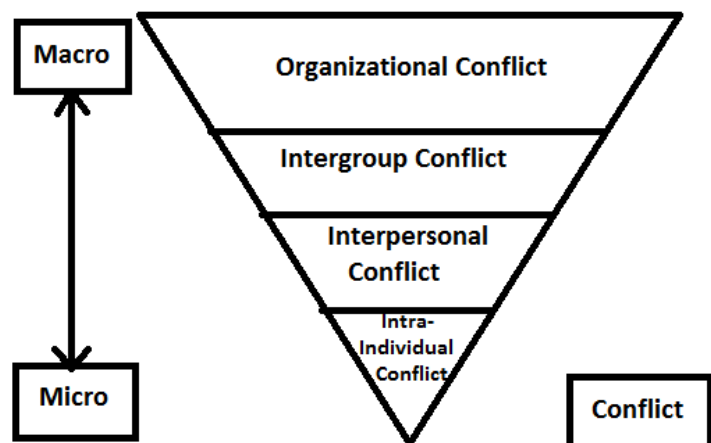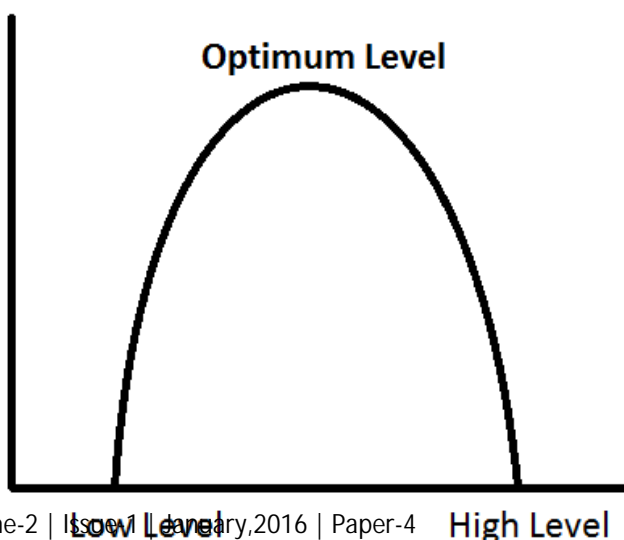
FIGURE -1: LEVELS OF CONFLICT

ideal and essential level of conflict required for the best output by an organization presented by Jones and George (2003) is presented in Figure-2 below.

FIGURE -2: STAGES OF CONFLICT

The existence of conflict in an organization is healthy even it is diametric but in the interest of the business activities. However, the personal conflicts are detrimental to the business enterprises which need to be handled at various levels of management. Thus, the conflict management is such a process in which the management of an organization delineates perspicacious policies and plans its implementation so meticulously that the organization runs efficiently and the disagreements even if they crop up are resolved effectively. Every day rising challenges of globalization is a type of organizational development. It is essential to have different relationships among the members in a particular organization. However, successful organizations always give importance to various suggestions and recommendations before making concrete decisions.

As discussed above emergence of conflict and its proper handling at various levels of management is part and parcel of any organization. However, in order to achieve the optimum output of the organization several strategies are put into practice by the managers to resolve the conflict whenever disagreements emerge.

Although the senior management of an organization keeps updating and reevaluating their policies including conflict management, we will discuss different strategies which are widely used by the managers at various levels to resolve the emerging discords as well as prevailing conflicts.

Research Questions:

Following questions will help to comprehend the research topic:

1. What are the reasons which generate a conflict in an organization?

2. What are the impacts of conflict when it occurs?

3. What are the different styles to handle a conflict?

4. How to deal with the different styles of conflict?

Determining the existence of conflict in an organization is not an easy job. The presence of a conflict is neglected and people continue to assert that there are peace and tranquility around them. However, this attitude may lead to mobilize the conflict towards the higher stage. Time will come when this hidden conflict becomes apparent and irrepressible.

Causes of Conflict:

There are different causes of conflicts.

Sometimes due to less interaction among the employees, there is lack of unity in their opinions. Goals should be clear to the employees, otherwise, misunderstanding could create a conflict.

The Proper response should be given in time if there is a delay. The delay may occur due to any reason. It is best to address the situation immediately with a personal meeting with both sides to resolve the situation.

Sometimes a written piece of the task in the form of emails can be comprehended in a different way. This misunderstanding could create a conflict.

Sometimes things go wrong. Mostly in these situations, no one is willing to take the responsibility. If no accountability is made by the organization, then the entire company will suffer.

 Teamwork is very important to complete a particular task. A poor teamwork creates conflict.

Effects of conflicts:

When there is a dispute, the organization might lose valuable time and resources.

Sometimes different organizations work just for their own interests and benefits. Rather than cooperating to accomplish the association's objectives, conflicting parties participate in unnecessary quarrels.

Daily conflicts decrease the productivity and the morale of the organization.

Conflict can create a distressing workplace, which can occupy representatives and lead to unexpected blunders.

The effect of a conflict is not always negative. Sometimes it has a positive impact in the organization.

To overcome a conflict, the organization will need to develop new policies with fresh ideas. In this way, the development of organization will take place.

Competition is the major source of conflict. Conflict compels the association's initiative to realign its targets towards common objectives so as to encourage cooperation amongst opposing parties.

Struggle that outcomes into solid rivalry develops innovation and advancement amongst workers. In times of contention, there is a high feeling of need that outcomes into the development of dissimilar perspectives amongst workers. It is imperative among the representatives to grow new procedures and methods for directing business so as to stay aware of inward rivalry from their partners.

Effective Organizational Work Performance:

Effective Organizational Work Performance is the idea of how compelling an association is in accomplishing the results. For effective work performance, organizations are worry about a few key territories.

The key territories are as follows:

- Effective Administration
- Authority Improvement
- Organizational Plan and Structure
- Outline of Calculations and Scorecards
- Execution of Progress and Change
- Conveying Shrewd Procedures

If the organization rehearses the programs in the zones over, then it works on the following:

- Examine the arrangements between the zones and enhances them.

- Improves dependability, rate and quality in the above zones.

- Strategies for higher selection rates in these zones.

- Catalyzes the capability to build structures, handle various issues and manage individuals' tasks.

There are three fruitful activities which will lead to an effective organization. They are laid out underneath:

- Recreating significant examinations, making new ones and actualizing their outcomes to make associations viable.

- Implementing ways in which individuals learn, change, embrace and adjust, and utilize the information to make successful organizations.

- Implementing ways in which individuals function admirably together, particularly in bringing new thoughts and advancement.

Different Ways to Manage a Conflict:

How different types of organizations manage conflict around new ideas

ARTS FWD

Legend:
- Organizations that support or champion innovation
- Organizations that manage the status quo or focus on incremental change

Category	Support/champion innovation	Manage status quo
Decision making processes are clear and tailored to the issue	90%	10%
Leaders take action to resolve conflict	80%	20%
Shared interests trump individual agendas	77%	23%
Heated conflict is embraced as a necessary part of change	81%	15%
Data contribute to conflict resolution	80%	20%

1. First of all, one should change the way to see a conflict. If the conflict is handled properly then it can be constructive for the organization. One can learn from its mistakes and identify the areas of needed improvement. In this way, new ways of thinking will be produced.

2. A grievance's committee should be formed in the organization so that every employee feels their voices will be heard and will be responded properly. In this way, the frustration of individuals will be dealt in a proper way and conflict can be avoided.

3. If a conflict occurs in an organization instead of looking on the apparent side, one should search for the deep-rooted causes that are responsible for creating the conflict.

4. Encouraging and motivating words should be used for the employees. A continuous conflict may happen if the employees are constantly discouraged by their managers, then definitely there will be no effective working in the organization and the productivity will be low.

5. Equal rights should be given to all the members of the organization regardless of their position and rank. A conflict may occur if there is no regard given to the low-level employee or one is getting more favor than the other. For example, if we are giving favor to the employees of higher rank than to the employees of lower rank then a feeling of aversion will be created which leads to a conflict.

DIFFERENT LEADERSHIP STYLES:

There are different kinds of leadership styles.

1. Authoritative Leadership
2. Affiliative Leadership
3. Democratic Leadership
4. Pacesetting Leadership
5. Coaching Style Leadership

1. Authoritative Leadership:

Authoritative Leadership style is being utilized when a pioneer/director manages policies and methods, chooses what objectives are to be accomplished, and coordinates and controls all exercises with no significant cooperation by the subordinates. This pioneer has full control of the group.

2. The Affiliative Leader:

This pioneer is an expert at setting up positive connections. Since the supporters truly like their pioneer, they are faithful, offer data, and have high trust on their leader.

3. The Democratic Leader:

This pioneer adopts a choice winning style. With this accord comes a series of responsibilities including objectives, systems, and strategies.

4. Pacesetting Leadership:

This pioneer sets elite norms for everybody, including himself. He strolls the discussion. This sounds splendid and has been broadly accepted. They inadvertently undermine the endeavors and confidence of people around them. Before dismissing a pacesetting candidate, however, look at the followers. If they are energetic, with solid specialized aptitudes, a pacesetter can be viable on the grounds that the supporters' styles and skill officially fit with the pacesetter's desires.
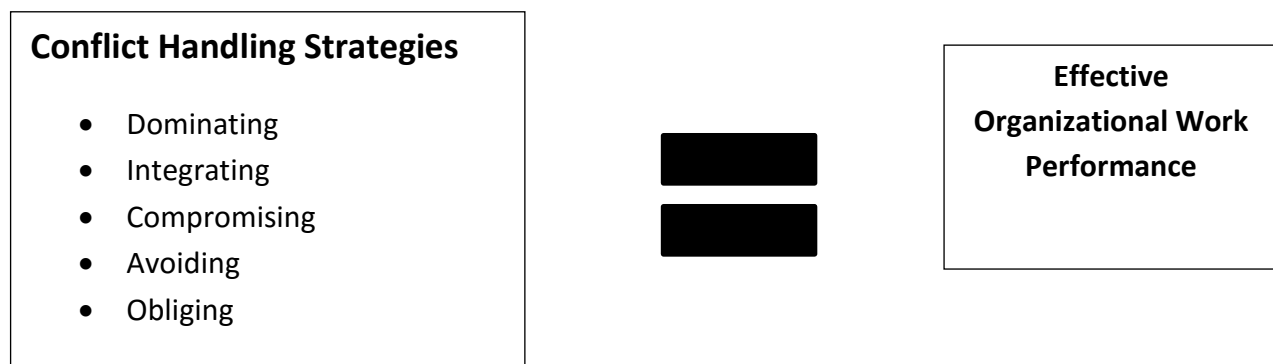
5. Coaching Style Leadership:

This pioneer creates individuals. He can perceive ability and how best to create it. He offers formative arrangements, including testing assignments that push individuals to develop new abilities. It works best when devotees are open to self-awareness.

CONFLICT HANDLING STRATEGIES

I. Dominating

II. Integrating

III. Compromising

IV. Avoiding

V. Obliging

FIGURE -3:

Conflict Handling Strategies

- Dominating
- Integrating
- Compromising
- Avoiding
- Obliging

Effective Organizational Work Performance

CONFLICT HANDLING STRATEGIES WITH DIFFERENT LEADERSHIP STYLE:

Some of the various conflicting management strategies that are extensively adopted by the members of workforce include the following:

1. Dominance:

It happens when the participation is very low, and the perseverance in fulfilling of individuals' expectations are high. By this methodology struggle is determined in an approach to fulfill the necessities of one party that is harming the other party.

2. Integration:

Collaboration is high, and also the diligence in fulfilling one's own particular needs, so there is to be looked for the proper care for all parties.

3. Compromise:

Same level of cooperation is required as well as satisfactory work should be done for meeting the personal requirements. In this way, the conflict will be resolved.

4. Avoiding:

At the point when the collaboration, and diligence in fulfilling of one's personal needs, is low, then the strife will be resolved by withdrawal or constraint of conflict.

5. Cooperativeness/Obliging:

The availability for participation is greatly high, and the contention is determined by putting the other party's interests before its own.

Research Hypothesis:

The exploration speculation for this scientific paper is being connected with the conflict; its effect and also its administration towards the hierarchical work execution.

This kind of conflict that wins and most experienced by the members and supervisors amid the clashing circumstances and that apply a critical effect on the work execution.

H1: There is an imperative relationship between intra-individual sorts of conflict and work execution.

H2: There is an imperative relationship between interpersonal sorts of conflict and work execution.

H3: There is an imperative relationship between assignment related sorts of conflict and work execution.

H4: There is an imperative relationship between gathering sorts of conflict and work execution.

Methodology:

- This diagnostic study has utilized the engaging overview plan whose reason in understanding the Ezeani (1998), is to accumulate far-reaching and actuality based data that shows the present marvel.

- The focused on the populace of the study were different private and open associations of Karachi which involved employees and administrators of both item and administration commercial enterprises like SBP, Mersk, Logicose, Ufone, UBL, Warid Telecom, Unilever, and Orix Pakistan.

- Non-likelihood Sampling Technique that is Convenience Sampling Technique is utilized as a part of this expository paper for the gathering of the information. This strategy is utilized for leading the assessment and investigation. This information is accumulated from the respondents (employees and directors) who would be helpful in the associations.

- An aggregate specification inspecting procedure was utilized to choose 120 faculty who could give a reaction to an organization to request their perspectives about smoldered conflict at the different level of administration on the corporate profitability and work execution in Pakistan.

- The examination instrument (i.e. survey questionnaire) was uncommonly conceived to perform the basic objectives of the study and was investigated by scoring the reactions.

- The reaction decision scoring weights were: firmly concurred 4 points, Agree-3 points, Disagree-2 points and unequivocally deviate 1 point.

- The mean score and standard deviation are utilized to break down the theory detailed utilizing t-test through the business of measurable apparatuses i.e. MS Excel sheet, PH-Stat, and SPSS. It is endeavored to set up a relationship between directors' refereeing and employees work execution.

- At the end of the day, the study endeavors to figure out if employees work execution relies which on the procedures embraced by businesses/directors in counteracting and determining clashes in the association.

Data Analysis and Discussion:

This section of the analytical study is going to present tabular representation and interpretation of the information that has been extracted from the survey questionnaires.

As per the objective, four hypotheses are applied for the evaluation of the impacts of conflict and conflict management in the organizational performance and the conflict resolution styles/strategies. SPSS, PH Stat and Excel sheet as statistical tools have been employed for the data analysis. Since similar results have been achieved from the analysis of the data by using both SPSS and PH Stat i.e. why given below is the illustration of data using PH Stat.

Demographics of Respondents

This area of the investigative study is going to show a tabular form of representation and understanding of the data that have been taken from the study surveys.

According to the target, four theories are connected for the assessment of the effects of conflict and peacemaking in the hierarchical execution and the conflict determination styles/techniques. SPSS, PH Stat and Excel sheet as statistical devices have been utilized for the data analysis. Subsequent to comparable results have been accomplished from the investigation of the information by utilizing both SPSS and PH Stat that is why given beneath is the delineation of information utilizing PH Stat.

1.   Personal data of those respondents who took an interest in the poll review of this scientific study.

2.   Personal points of interest incorporate the following:

•   Gender,
•   Highest capability and
•   Work involvement in the association.

3.   An aggregate number of respondents included 120, out of which just 100 reacted though as 20 were considered as invalid polls because of wrong and fragmented answers.

4. The following percentage of gender has participated and responded to the survey:

•   66% males and

•   34% females.

Degree holders incorporate the following:

•   Diploma 3%,

•   Bachelor's degree 41%,

•   Master's degree 48% and

•   M.Phil. degree 8%.

5.   This demonstrates that respondents are educated and very much sufficiently prepared to comprehend the idea of conflict management and its effect on the authoritative execution.

6.   The respondents who have working background

•   Worked for 1-5 years (recently utilized and have bachelor' s and graduate degree) greater part (39%),

•   Worked for 6-10 years' experience (35%).

•   Worked for 11-15 years' experience (16%) and

•   The slightest incorporate 16-20 years of working background (10%).

TABLE – 1: EVALUATING INTRA-PERSONAL CONFLICT (HYPOTHESIS 1)	
Data	
Level of Significance	0.05

Population SD	0.847
Sample Size	100
Sample Mean	2.99
Intermediate Calculations	
Standard Error of the Mean	0.0847
Z Test Statistic	-0.118063754
Two-Tailed Test	
Lower Critical Value	
Upper Critical Value	-1.959963985
p-Value	1.959963985
Z- value does not lie in critical region, therefore, do not reject the null hypothesis	

TABLE – 2: EVALUATING INTER-PERSONAL CONFLICT (HYPOTHESIS 2)

Data	
Null Hypothesis	3
Level of Significance	0.05
Population SD	0.847
Sample Size	100
Sample Mean	2.99
Intermediate Calculations	
Standard Error of the Mean	0.0847
Z Test Statistic	-0.118063754

Two-Tailed Test	
Lower Critical Value	
Upper Critical Value	-1.959963985
p-Value	1.959963985

Z- value does not lie in critical region, therefore, do not reject the null hypothesis

TABLE – 3: EVALUATING INTRA-GROUP/TASK CONFLICT (HYPOTHESIS 3)

Data	
Null Hypothesis	3
Level of Significance	0.05
Population SD	0.931
Sample Size	100
Sample Mean	2.68
Intermediate Calculations	
Standard Error of the Mean	0.0931
Z Test Statistic	-3.437164339
Two-Tailed Test	
Lower Critical Value	-1.959963985
Upper Critical Value	1.959963985
p-Value	0.000587839

Z- value does not lie in critical region, therefore, do not reject the null hypothesis

TABLE – 4: EVALUATING INTER-GROUP CONFLICT (HYPOTHESIS 4)

Data	
Null Hypothesis	3
Level of Significance	0.05
Population SD	1.057
Sample Size	100
Sample Mean	2.12
Intermediate Calculations	
Standard Error of the Mean	0.1057
Z Test Statistic	-8.325449385
Two-Tailed Test	
Lower Critical Value	-1.959963985
Upper Critical Value	1.959963985
p-Value	0
Z- value does not lie in critical region, therefore, do not reject the null hypothesis	

RECOMMENDATIONS:

PROPER STRATEGY:

i.   Supervisors must embrace different but proper procedures to battle and oversee clashes as they rise before it becomes uncontrollable.

REWARDS:

ii.   An interesting way to handle the conflict is to promote it by enhancing the different views given by the staff and by giving rewards for their exceptional execution.

LEGITIMATE COMMUNICATION:

iii.   Correspondence systems ought to be placed to determine the conflict. For example, when any kind of conflict happens among the people, it ought to be accounted to the upper administration. After that administration must take recommendations from the gatherings that are included, the issue must be resolved through conceptualizing and after that making suggestions on the most proficient method to determine that conflict.

COURSES/WORKSHOPS:

iv.   Endeavors must be made by the center and senior administration to compose courses or workshops on the administration of conflict management with the progression of time.

GROUP ACTIVITIES:

v.   Finally, group collaboration and exercises ought to be set up to guarantee the degree of functionality. Positive conflicts may be conceivable if particularities of the organization are considered.

Conclusion:

Conflicts are a critical segment of the human instinct and it is particularly vital to study it for hypothetical purposes as well as for organizational practices.

On conflict analysis, Pawlak recommends that its effect and its resolutions have an imperative part in private, open and political organizations, and additionally in legal and work debate, in military operations and numerous different organizations.

The results from the study demonstrate that the significant reasons for organizational conflicts are:

•   Lack of assets,

•   Poor correspondence,

•   Employees own identity contrasts, and

•   Increased rivalry

These eventually prompt negative consequences for the effective work performance, for example:

•   Poor business operations,

•   Poor correspondence,

•   Collaboration and connections among representatives,

•   Low profit and

•   Wastage of hierarchical assets.

Thus, it is apropos on the organization's administration to guarantee that productive administration procedures must be utilized with specific goals to battle the clashing circumstances and additionally fortifying the connections among all the members. In this way no single worker is neglected rather they would be encouraged to take part in the organization.

Though struggle is frequently seen as negative, it has still a capacity of upgrading and enhancing work performance.

Moreover, conflicts have a tendency to build up the quality of cooperation and coordination among the workers of an organization.

The research uncovered that the most utilized method for overseeing struggle among the administrators and workers in Pakistani associations are **Integrating, Dominating, and Compromising**. At the point when conflicts are legitimately overseen in an organization, it will prompt the objectives and targets.

Alice, A, 2003. The Idea and Practice of Conflict Prevention. *Journal of Peace Research*, 40(3), 339-347.

Bowe, P.W, 2002. An Investigation into the Conflict Management Styles Used. *Port Elizabeth Technikon*, 1, 2-52.

Cupach, W, & Canary, D, 1997. *Competence in Interpersonal Communication*. 1st ed. Illinois: Waveland Press.

Ezeani, S.I, 1998. *Research Methods: A Realistic Approach*. Ibadan: Elohim Publishers.

Gordon, J. (2003). *Pfeiffer's classic activities for managing conflict at work*. San Francisco, John Wiley & Sons, Inc.

Greenberg, J, & Baron, R.A, 1997. *Behaviors in Organizations*. 6th ed. New Jersey: Prentice Hall.

Henry, O, 2009. Organizational Conflict and its Effects on Organizational Performance. *Research Journal of Business Management*, 2(1), 16-24.

Hotepo, O.M, Asokere, A.S.S, Abdul-Aziz, I.A, & Ajemunigbohun, S.S.A, 2010. Empirical Study of the Effect of Conflict on Organizational Performance in Nigeria. *Business and Economics Journal*, 15, 1-9.

Israel, G.D, 1992. *Determining Sample Size*. Program Evaluation and Organizational Development, IFAS, University of Florida. PEOD-6. November.

Jones & George, 2003. Organizational Conflict, Negotiation, Politics, and Change, contemporary management 3rd edition; PowerPoint Presentation by Charlie Cook The McGraw-Hill Companies, Inc.

Jung S, 2003. The effects of organizational culture on conflict resolution in marketing. *Journal of American Academy of Business*, 3, 242-46.

Kehinde, O.A, 2011. The impact of Conflict Management on Corporate Productivity: An Evaluative Study. *Australian Journal of Business and Management Research*, 1(5), 44-49.

Lutheran, L, 1998. *Organizational Behavior*. 4th ed. Boston: McGraw-Hill.

Malhotra, N.K, Kim, S.S. & Patil, A, 2006. Common Method Variance in IS Research: A comparison of Alternative Approaches and a Reanalysis of Past Research, *Journal of Management Science*s, Vol. 52(12), PP. 1865-1883.

Oliver, P, 2003. The student's Guide to Research Ethics. J Bell - 2005 - books.google.com

Omoluabi, P.F, 2001. Principles of Processes of Conflictology. *Ife Psychologia*, 9(3), 1-13.

Pawlak, Z, 1998. An inquiry into the anatomy of conflicts. *Journal of Information Sciences*, 109, 65-78.

Pondy, L.R, 1966. A systems theory

Ms. Mariya Baig

Assistant Registrar

Board of Advanced Studies & Research

University of Karachi

Pakistan

Dr. Ghazal Khawaja Humayun

Assistant Professor

Department of Public Administration

University of Karachi

Pakistan

Ms.Soha Khan

Student of IBA (Institute of Business and Administration) Karachi - Pakistan