The Role of Conflicts in Business Organizations

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Abstract: The major responsibility of management to establish appropriate strategies on how to minimize conflicts. Conflict is widely assumed to be disruptive however, when managed appropriately; it can make teamwork within organizations effective. This paper analysis the role of conflict within an organization

Keyword: Conflict, teamwork

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INTRODUCTION

Organisational conflict is generally regarded as incongruity regarding interests or ideas. Conflicts are unavoidable part of organisational life since the objectives of different stakeholders such as managers and staffs are often incompatible. Group effectiveness and satisfaction declines when teams experience conflict within an organization. Rahim (2010) affirms that conflict in an organization presents both positive and negative effects [1]. Conflict effects are positive when they encourage creativity, clarification of points of view, and development of individual abilities to handle interpersonal differences. Organization employees experience a surge of creativity when they consent to ideas of others: for instance during a brainstorming session. Conflict can be negative when it generates resistance to change [2]. This establishes disorder in organization or interpersonal relations, fosters mistrust, builds a feeling of defeat, and widens the gap of misunderstanding.

Negative Outcome of Conflict

Organizational conflict can lead to negative outcomes. Conflicts results into stress, which reduces worker satisfaction. Rahim further acknowledges that the diminished contentment can lead to increase in absenteeism and organization returns [1]. Conflict generates internal negative consequences; such as:

I Decrease in productivity

When an organization spends much time dealing with conflict, employees' losses focus on the core goals they are tasked to achieve. Conflict causes employees to focus less on the organization project and spent more time discussing about conflict or frustrations. As a result, organizations can lose access to essential resources and decrease returns.

II Violence

When conflict escalates without intervention, intense condition may arise between organization members. This causes violence among members which can result into legal problems for members and the organization.

III Employees can leave the organization

Organization employees who are gradually frustrated with the intensity of conflict within an organization may decide to terminate their contracts. This is mainly detrimental when the employees are a part of the management board. Once employees begin to leave, the organization has to enlist new members and assign acting board members. In extreme situations, where several members resign or an executive board steps down, the organizations risk dissolution.

Positive Outcome of Organizational Conflicts

Sweetman (2009) asserts that organizational conflict can represent an opportunity for dynamic change [3]. By recognizing the existence of the conflict and divining it source, business leadership opens the door for:

I Inspired creativity

Some organization employees view conflict as an opportunity for formulating creative solutions to resolve problems. Conflict can inspire members to devise ideas, while probing problems from various perspectives.

II Shared and respected opinions

As organization employees work together to resolve conflict, they become more enthusiastic to share their views with the group. Conflict can also help employees to actively listen to each other as they work to achieve the organizations' goals.

III   Improved future communication

Conflict can bring employees from different department together and help them to understand more about each other. Understanding other individual's opinions and the preferred communication style helps employees to resolve conflict more easily in future.

Since organization conflict fosters both positive and negative connotations and consequences: it must be managed for the organizational benefit. Roberto (2013) emphasize that management must study the situation to decide whether to resolve or stimulate the conflict [**4**]. Many businesses strive to promote cohesiveness; however conflict inescapably tends to crop up. Conflict can actually be helpful in some cases. Therefore, instead of eradicating the conflict, organizations should establish measures of improving their situations. It is essential for the managers understand the type of conflict experienced in the organization. This allows them to devise standardized techniques of dealing with common characteristics of each category of conflict.

CONCLUSION

Conflict in an organization can make members become frustrated due to lack of effective solution. Employees feel their opinions are not recognized by other staff. As a result, employees become stressed, which negatively affects their personal and professional lives. Understanding how personal goals and interests fit within the organization structure alleviates conflict problems. When an individual's personal aspirations are at odds with the organization goals, the individual may be enticed to

fight for his personal goals: thus, creating a conflict state that will hamper the organization success. As organizations attempt to achieve their goals, they frequently experience challenges that must be resolved as a team. Challenges create room for conflict between employees, community, other organizations, and other parties involved in the organization's mission. Conflicts often foster a negative connotation; however, the effects of conflict within an organization can promote positive outcomes.

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