



Conflict and Communication in Organizations

Dr. Shaikh Tahemina Naaz

Institution: Marathwada College of Education, Dr. Rafiq Zakaria Campus, Aurangabad.

Email: stnmce@gmail.com

Affiliation: Dr. Babasaheb Ambedkar Marathwada University, Aurangabad, Maharashtra.

Abstract:

Organizational communication is just unimaginable without conflict. Conflicts are something normal in any organization because people have different opinions and among them, there are people who cannot accept other people's different opinions. It was first believed that conflicts were something that might destroy manager's authority but studies in the 1970s showed that conflicts could have a positive, as well as a negative side. There is a common agreement that it is very dangerous for an organization to have both too many conflicts, as well as not to have any conflicts. The present paper is an attempt to discuss conflict and communication in organizations. Conflicts are part of human consciousness in all aspects of life. One cannot avoid conflict, whether at home, at the office, or when watching television news. The consequences of organizational conflict reach further today than ever before as the interface between work and home blurs and organizations experiment with flatter and more decentralized structures. In addition, the complexity of conflict increases as organizations become more open and diverse. Conflict is inevitable and even desirable: "To work in an organization is to be in conflict. To take advantage of joint work requires conflict management" (Tjosvold 2008: 19). It is no wonder that conflict management is receiving increasing attention from top managers and policymakers across major corporations and non-profit organizations.

Key words: Conflict, Communication, Organizations

Introduction:

Communication is the trading of thoughts between individuals or gatherings of individuals to make understanding. People are social, thus through communication, they are in a situation to share thoughts. Communication, as indicated by Mensah (2010) is a procedure of sharing thoughts. It additionally involves imparting messages and data to others in a given time and spot. Yet, for communication to be said to have occurred, there is the trading of shared importance which happens between at least two gatherings and input is acquired. The collaboration between people or gatherings is anyway not direct as it very well may be meddled with by commotion and the air of the person(s) included in addition to other things. Communication isn't simply giving of data, yet it is additionally giving of data that can be comprehended and getting and understanding the message (Mensah, 2010). Communication, he includes, is a methods by which considerations are transmitted starting with one individual then onto the next. Communication has been found to assume an integrative job in conflict and conflict the board (e.g., Putnam 2006; Aula and Siira 2007; Putnam and Poole 1987; Ruben 1978; Thomas and Pondy 1977). Thomas and Pondy (1977) believed communication to be the factor "with which we are generally worried in understanding conflict the executives" (1100). Ruben (1978) thus called attention to that presumption about the idea of communication lead to various conceptualizations of conflict, which is a main consideration when individuals settle on choices about the best possible approaches to move toward conflicts. Communication is move of data from sender to collector, suggesting that the recipient comprehends the message. Communication is likewise sending and accepting of messages by methods for images. In this unique situation, hierarchical communication is a key component of authoritative atmosphere (Drenth, 1998). At last, hierarchical communication is the procedure by which people animate importance in the brains of others by methods for verbal or nonverbal messages (Richmond, 2005). For productive communication, it is vital that the collector comprehends the significance of the message and shows it to the sender through some normal responses (Ivancevich, Matteson, 2002). Every association must empower communication in a few ways: descending communication, upward communication, level communication, and slanting communication, (Miljković, Rijavec, 2008).

Descending communication streams from top administration to workers. This kind of communication is trademark for organizations with a definitive style of the executives. Upward

communication streams from workers to top administration. The primary undertaking of this communication is to educate top administration regarding the circumstance on the lower levels. It is the most ideal route for top administration to dissect the proficiency of descending communication and authoritative communication all in all (Miljković, Rijavec, 2008).

Flat communication streams among representatives and divisions, which are on the equivalent hierarchical level. It empowers coordination and joining of exercises of divisions, occupied with moderately autonomous undertakings (Miljković, Rijavec, 2008).

Corner to corner communication streams between individuals, which are not on the equivalent hierarchical level and are not in an immediate relationship in the authoritative chain of command. This kind of communication is once in a while utilized – as a rule in circumstances when it supplements different sorts of communication (Miljković, Rijavec, 2008). Askew communication is utilized, for example as worker's guilds compose direct gatherings among representatives and top administration, dodging the primary line and center level administrators. Then again, conflict is basically characterized as the conflict that outcomes when people differ due to incongruent thoughts or when people or gatherings of individuals act against others' desires. Spaho (2013) says that in an association, conflict happens when individuals participate in exercises that are harsh to those of their partners in their hover of impact.

Conflict happens where there is incongruence of objectives or where there is no sharing of significance between people or gatherings of individuals. As indicated by Nyamboga and Kiplangat (2008) conflict is a social conduct where two gatherings attempt to get something the two of them can't get. Conflict exists when two individuals wish to lead acts which are commonly conflicting (Nyamboga and Kiplangat, 2008). Albeit regularly saw adversely, being seen as a reason for horrible showing, doubt and question, among others, conflict is a typical event any place people connect. Adejmolola (2009) says that however harmony is an alluring condition, conflicts are unavoidable in any general public. As indicated by Okumbe (2007), conflicts are anyway helpful in organizations since they are significant appearances of socially important contrasts which are advantageous to all in an association. This attestation isn't only relevant to organizations yet additionally applies to different establishments of the general public like family, schools and others.

Types of organizational conflicts: (Hener, 2010):

- **Vertical conflicts** occur because the supervisor is always telling an employee what to do and tries to 'micro-manage', while/although he/she should let the employee to do his/her job. This type of conflict exists in organizations where the organizational structure has a high degree of formality;
- **Horizontal conflicts** occur between employees within the same department, i.e. on the same hierarchical level. These conflicts can manifest themselves for many reasons, such as the different interests/ideas related to distribution of resources;
- **Line Staff conflicts** occur between support staff and line employees, within a department or an organization;
- **Role conflicts** can stem from an incomplete or otherwise fallacious understanding of the assignment given to an employee at a specific moment in time.

Conflicts can have positive and negative effects on the organization (Bahtijarević, 1993, 57):

- ✓ **Positive effects** initiate necessary social changes, developing of creative ideas and innovations, presenting important problems, making quality decisions and solving problems, organization re-engineering, developing solidarity and group cohesion.
- ✓ **Negative effects** are similar to bad cooperation, as they waste time that can be used in a more productive manner.

Conflict Management:

Conflict the executives proposes tackling conflicts, rather than decreasing, wiping out or constraining their span. This implies every association ought to have a full scale technique, lessening the negative outcomes of conflicts (Gonan Božac et al, 2008). In present day business, conflict the board needs a few changes in its methodology. Present day association needs a full scale association methodology that totally decreases negative impacts of conflicts, utilizes their productive measurement and adds to authoritative learning and achievement (Gonan Božac et al, 2008).

Systems and styles of conflict the board:

Having characterized causes, significance and impacts of conflicts, one is required to begin comprehending them. So as to do as such, chiefs must have a plainly characterized methodology. Since conflicts can have a positive side, there ought to be, likewise, an obviously characterized system for invigorating conflicts. What's more, system must be trailed by a satisfactory conflict the executives style. Directors can pursue three methodologies for illuminating conflicts (Petković, 2008):

System of arrangement: This is the most widely recognized methodology of tackling conflicts and it is effective when the interests of inverse sides are halfway normal and somewhat unique. The arrangement is a procedure, where various strategies can be applied. Those include:

- ❖ **Face-to-face tactic** : Mutual confidence as a foundation for negotiation can be established by using this tactic.
- ❖ **Persuading tactic**. This tactic assumes using different methods and manners to win over partners and to reach a better negotiating position.
- ❖ **Deceitfulness tactic**. This tactic assumes presenting false data and arguments. Its success depends on how well the negotiating sides know each other and if deceitfulness is successful.
- ❖ **Threat tactic**. This tactic is based on deterrence from the side which holds a better position, or has more power. The stronger side presents consequences to the weaker, if it does not accept the proposed solution.
- ❖ **Promise tactic**. This tactic is also based on having a better position and more power, with the stronger side persuading the weaker that it will keep its promises.
- ❖ **Concession tactic**. This is the most important tactic in the negotiation strategy. The point is to make concession but in a normal way, not to make too many concessions. By this tactic, it is possible to create an atmosphere of good will and readiness for solving the problem. All actors in the conflict count on both sides making a concession.

Strategy of a superior goal: One of the best ways for solving conflict situation is to define a superior goal. The point of this strategy is to define a goal above the individual goals, causing the conflict.

Strategy of the third-party intervention: If a negotiation strategy does not show results, it is recommended to apply the strategy of the third-party intervention. In this situation, management hires an external consultant to solve the problem. The consultant can be a mediator, whose task is to give instruction to sides in conflict on how to solve the problem, or an arbitrator, whose task is to impose a solution.

Thus it can be concluded that communication plays a major role in conflict management. All managerial levels have a responsibility for good organizational communication and conflict management. Practical experiences have shown that managers cannot be left out of conflicts, but must take active part in it. Conflicts should be solved by firstline managers, or, if the conflict is significant, on the middle level of management. It is not appropriate to leave conflict solving to top management, as it shows that managers at lower levels are not capable to deal with conflicts and employees in general. Experience has also shown that solving conflicts on higher levels negatively influences organizational effectiveness, since top managers have other important business tasks.

References:

Drenth, P. J .D., Thierry, H., De Wolff, C. J., (1998), *Handbook of Work and Organizational Psychology (2nd Edition)*, East Sussex, Psychology Press Ltd.

Hener, G., (2010): Communication and conflict management in local public organizations, *Transylvanian Review of Administrative Sciences*, No 30E/2010, pp. 132-141.

Ivancevich, J., Matteson M., (2002), *Organizational Behavior and Management*, McGraw-Hill
Miljković, D., Rijavec M., (2008), *Organizacijska psihologija*, IEP, Zagreb

Kenan Spaho,(2013) *Organizational Communication and Conflict Management*

Rahim, A, (2002): Toward theory of managing organizational conflict, *The International Journal of Conflict Management*, 13 (3), pp. 206-235.