Article Review

Conflict in Organisations: An Examination of its Types, Sources, Effects and Management Strategies

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Abstract

Conflict is generally common in all social life. It is an inevitable part of human resources in organisations as it relates to the situation of scarce resources, division of functions, power relations, role differentiation, interest, needs and aspiration. Like other terms, conflict generates considerable uncertainty, and the idea has grown to have numerous meanings and ramifications, creating nothing less than a semantic jungle, which leaves many scholars and administrators quite ambiguous about its meaning. This study examines the sources, effects, and strategies for the management of conflict in organisations. The pursuit of divided goals and struggle over scarce resources breed conflict. This study creates super-ordinate goals and the provisions of a stable, well structure that can minimise conflict. Understanding the importance of conflict management assists the manager in having an inclusive interpretation of the conflict and its effects on the organisation's productivity. The results would be beneficial to organisations' management since they lay the groundwork for understanding Conflict in Organisations, its effects, and management strategies. The study offered some suggestions and points for further research.

Keywords *Bargaining, Conflict Management, Interpersonal conflict, Intra-personal conflict*

INTRODUCTION

It is a known fact that employees spend a reasonable portion of their working hours at work, and so the conflict has a way of damaging the conditions and relationships of the working environment if not managed appropriately. Conflict is one of the most predictable results of group collaboration. Most managers spend a large portion of their working hours resolving disputes or the consequences of issues with people (Ayinde et al., 2021). According to Nnam (2013), concern has been raised about the importance and role of conflict in organisations. Conflict literally means disagreement over a given issue, but when used in relation to management and the organisation, it has a wider meaning deeper than what the literal meaning denotes. Conflict as a natural phenomenon is very common in every human society. Due to the frequently contradictory aims of various stakeholders, workplace conflict is an inherent and inevitable component of organisational life (Adomi & Ojo, 2005; Ogaga, 2017). Its inevitability is embedded in the fact that human interests, needs, and aspirations differ from one individual to another. These variations in interests, needs, and aspirations of different individuals, groups and organisations often lead to a class of interest. And where there is a clash of interests, obviously, conflict is bound to occur. Conflict, as an issue, cannot be undermined in every organisation due to its sensitive nature. This is because it can make or mar the survival and growth of any organisation depends on how it is addressed and handled. In an organisation where conflict is recognised as an inevitable element in social relations such that provisions are made for machinery to regulate and manage it effectively, the benefit of conflict shall always accrue to such organisation.

Conflict is a symbol of change, and change itself denotes progress in most cases. The absence

of conflict in an organisation indicates that the organisation is not dynamic, and any organisation that lacks dynamism cannot apparently survive. It is an inevitable and essential part of organisational life. Conflict is a "Sine quo none" for survival. Hence no society of mortals can escape it. One fundamental problem that has permeated organisational settings over the years has been the quest to create a conducive work environment devoid of crisis with a view to achieving the corporate goals and objectives of the organisation. This problem stems from the fact that no meaning of development could be recorded in any environment characterised by conflict. Basically, organisational settings are the product of departmentalisation, and as such, any disagreement will affect the organisational goals and objectives. Therefore, organisation management needs to strive to develop strategies aimed at effectively managing the work environment to reduce conflict.

According to Bercovitch (2011), because it is tied to situations of limited resources, functional division, power dynamics, and role differentiation, conflict is inherent to all social life and is an inevitability of daily existence. Because conflicts are inevitable in any human organisation, every organisation needs to develop ways to handle them immediately. Ekundayo (2012) noted that instead of hating conflict, managers should be preoccupied with the challenge of controlling it. Possibly that could be the reason why, Conflict management, according to Odoh (2006), is the process of lowering tension and the detrimental impacts of disputes by putting various strategies into practice that help the parties involved better comprehend the nature of the conflict. In situations where the conflict resolution process has failed, this is still the only practical choice (Nnam, 2013).

Conflicts are viewed from traditional, human relations, interactionist, and integrationist perspectives (Mills & Mene, 2020). The traditional view holds that all conflicts are bad and should be avoided or discouraged at all costs (Robbins, 2005). However, the human relations view sees conflict as something that occurs naturally and cannot be avoided in any group, which means that conflict will always exist in organisations. The interactionist perspective on conflict indicates that disagreements are important for a group to function properly. This implies that disagreements can be beneficial and productive and that different ways of thinking should be fostered to provide a variety of ideas and solutions to conflict issues (Mills & Mene, 2020; Townsend, 1987). The integrationist school of thought emphasises that disputes should not simply be viewed as good or bad but as something that is important for a society to function well (De-Reuver & Van-Woerkom, 2010). This perspective on conflict is like the interactionist perspective on the conflict. As a result, conflict resolution should be addressed with the mind-sets that disputes can be beneficial to the team. So, to effectively manage conflict, it is necessary to create an environment that empowers human resources to think creatively and encourages them to express their ideas and opinions without fear; because conflict, when properly managed, provides an opportunity for growth, ultimately strengthening the bond between human resources, organisations, and society.

Conflict management becomes essentially a function of the strategies adopted by the organisation towards conflict resolutions that will either end or reduces conflict situation. To back this view, Bens (2006) pointed out that it is not the outbreak of conflict in an organisation that disturbs managers as this is inevitable, bearing in mind that people of diverse backgrounds, cultures, and education work in the organisation, rather it is the way of resolving conflicts amongst people so that conflict does not become so serious that cooperation is impossible.

Consequently, organisations must be willing to work out strategic plans that would integrate their objectives, goals, mission, vision, policies and actions into a cohesive whole and must be based on organisational realities. Porter (1996) pointed out that a strategy is an umbrella plan with a sub-plan of actions designed to achieve a goal as differentiated from tactics or immediate actions with resources at hand. Also, Nickols (2012) viewed strategy as perspective, position, plan, and pattern. A strategy is a high-level plan for accomplishing one or more objectives in the face of uncertainty

(Barad, 2018).

Due to environmental complexities and changes, organisations can experience conflict despite 'excellent' strategies; they may fail to understand, but when strategies are developed that link to mission, vision, goals, objectives, likely future trends and alternatives, an organisation would be able to reduce conflicts (Abioro et al., 2019; Hussein & Al-Mamary, 2019). Hence, it is against this background that this study examines conflict in relation to its types, sources, effects and strategies for management in organisations.

LITERATURE REVIEW

If organisations continue to use work teams, conflict cannot be escaped since it is an unavoidable aspect of work teams. Conflict is an outcome of behaviours (Thakore, 2013). So, conflict is a daily reality for everyone, whether at home or work, individuals, groups and organisational needs, aspirations and values constantly and invariably come into opposition with those of other people or organisations. Simmuel (1964) described the conflict as a "battle for values or claims to status power and scarce resources in which the goals of the disputing parties are not just to gain the desired values, but also to neutralise, damage, or exterminate their adversary." Similarly, Musa (2000) pointed out that conflict is the opposing force that determines the pattern of events leading to struggle between two or more groups of people. According to Gorden (1999), potential relationships that are incompatible lead to conflict. When one party believes that another party is impeding or will frustrate one or more of its concerns, the process starts. To back this view, Steers (1999) asserts that conflict is a process in which individuals or groups have been frustrated or are about to frustrate their plans, goals, beliefs, or activities. Conflict situation is characterised by the inability of those concerned to iron out their differences. Many scholars in the field of social science have offered different terminologies as to the concept of conflict. Conflict in the workplace is thus given different expressions, such as trade disputes, industrial conflicts, labour disputes, industrial discontent or industrial disputes (Ayodele & Olutoye, 2009).

The Nigeria Trade Disputes Act of 1976 S. 37, as cited in Ayodele and Olutoye (2009), defines industrial disputes as any disputes between employer and workers or between worker and worker which relates to the employment and physical condition of work of any person. Conflict is widely accepted as fundamental to the concept of industrial relations. In the capitalist system, as observed by According to Akpala (2002), disagreements are the core of industrial relations since stratification is a necessary by-product of industries' structural features and forms tensions among those stratified. One can assert, therefore, that the study of industrial relations is the study of conflict management arising from the terms and conditions of employment.

Therefore, from the foregoing concept, it can be logical to view conflict as actual or perceived positions of needs, values, and interests, which exist as a result of When one driving stimulus is reduced, another one must be increased, necessitating a new adjustment.

RESEARCH METHOD

To accomplish research goals, a survey research design was used. The study used a literature review of related studies conducted by national and international researchers on the same subject. Deductive reasoning was used in this study since it was designed to examine an existing managerial theory that was the basis for the investigation.

FINDINGS AND DISCUSSION

The findings on the examination of conflict's types, sources, effects, and management strategies are discussed as follows:

Typology of Conflict

Each type of conflict is typically brought on by a different set of circumstances, and each one has the potential to elicit very varied reactions from the people or group involved. Steers (1999) identified four (4) typologies of conflicts as follows:

1. **Behaviour Conflict**

   This conflict exists when a person or group of persons does anything that other people find unacceptable.

2. **Goal Conflict**

   Goal conflict occurs when an individual or group of individuals desires a different outcome from others. This is referred to as a clash over whose goals are going to be pursued.

3. **Affective Conflict**

   This is a situation that arises when two persons or groups of persons do not get along with one another. This typology of conflict occurs an individual's or group's feelings are incompatible with those of others.

4. **Cognitive conflict**

   This is a conflict that occurs when one individual or group of individuals has beliefs or attitudes that differ from those of others. The difference in ideology places the parties on two parallel lines and therefore results in conflict.

In addition to the typologies of conflict above, Agbo (2020) and Madalina (2016) further emphasised that the number of parties involved in the conflict determines the severity of the conflict. Agbo further stated that disputes might arise between two individuals, between two or more groups of individuals, within just an individual, or between two or more organisations. According to him, these are:

1. **Interpersonal Conflict**

   This dispute exists when two people disagree on some issues. This level of conflict often tends to get highly personal in nature because only two parties are involved. For example, a conflict between the manager and the subordinates over issues of mutual concerns. According to Awan and Ibrahim (2015), a lack of interpersonal or communication skills can cause disagreements to escalate and affect others, which can have an impact on an individual's ability to accomplish their job duties and, in turn, others' job satisfaction. Employees usually lack the communication skills to resolve issues, in addition to their superiors frequently miss the ability to do so. This type of conflict can occur when two managers compete for the same promotion, when they are vying for the same scarce human and financial resource, or when they disagree on the best marketing plan for their top client (Hussein & Al-Mamary, 2019). Similarly, this conflict can arise between a manager and his superiors, a supervisor and a worker, or a worker and another worker, for example. Furthermore, it may occur because of disparities in organisational objectives and aims (Kinicki & Kreitner 2008). Personality differences, perceptions, divergent beliefs and interests, disparities in power and status, a lack of information, the need to find common ground, stress, and a lack of resources are among the causes of interpersonal conflict (Whetten & Cameron, 2012).

2. **Intra-Personal Conflict**

   This relates to an internal conflict within an individual, which frequently results from uncertainty regarding organisational expectations or from a circumstance in which work conflicts with the individual's other personal demands (Agbo, 2020). This form

of conflict is best illustrated in Nwatu (2004), which has a bank clerk who is obliged to treat a customer politely despite being highly provoked by the customer to preserve the relationship. When a person's role, values, and beliefs do not align, this causes intrapersonal conflict. For example, secretaries occasionally make up stories about their managers being out of the office to avoid uncomfortable phone calls or visitors (Hussein & Al-Mamary, 2019). Conflicts may arise in the secretaries' heads as a result, even though they may have a strong commitment to delivering the truth (Chand, 2010, as cited in Hussein & Al-Mamary, 2019). Incompatibility, unacceptability, ambiguity, dissatisfaction, purpose conflict, and role conflict are only a few of the fundamental factors that lead to disputes between people (Evans, 2013).

3. **Inter-Group Conflict**

This level of conflict exists between groups in the same organisation. Intergroup conflict usually involves a disagreement between two opposing forces or goals or the sharing of resources (Butu, 2008; Thakore, 2013). For example, a conflict between some functional areas of the organisation-marketing and production or finance and production within the organisation as each vies for more resources for the attainment of its sub-goals.

4. **Intra-Group Conflict**

Unlike intra and interpersonal conflicts, this one involves a group. It emanates between individuals and groups probably due to the methods adopted by an individual to conform to the group norm, values, and culture. A member may have social obligations that compel him to remain in his group, yet he may disagree with the group's objectives and the methods for accomplishing them. Conflicts between leaders and subordinates, as well as between managers and groups of employees, can occur. Managers or leaders may conduct disciplinary procedures against group members, resulting in conflicts with the group and, as a result, a drop in the organisation's overall productivity (Hussein & Al-Mamary, 2019).

5. **Inter-Organisational Conflict**

This level of conflict entails a conflict between two or more organisations. They are typically brought on by economic variables like innovation, pricing competition, market share, or policies. Every conflict that arises at an individual or group level has an inherent counterpart at the organisational level. For example, disputes may arise between a buyer organisation and a supplier organisation over delivery schedules, quality, or quantity, or between a government agency that regulates organisations and organisations that are influenced by it, or between labour unions and the organisations they represent (Jones & George, 2008).

6. **Intra-Organisational Conflict**

Hussein and Al-Mamary (2019) identified four types of intra-organizational conflict which include vertical conflict, horizontal conflict, line staff conflict and role conflict. Vertical conflicts occur between organisational levels, such as superior-subordinate disputes, whereas horizontal conflicts occur between departments or employees with similar organisational hierarchical levels (Jones & George, 2008). In most organisations, line departments are aided by staff departments, resulting in line-staff friction. Conflicts can arise in the connection between line and staff departments. Line and staff managers usually have distinct personality traits. Staff personnel, unlike line labourers, are younger and more likely to have higher educational

degrees. They come from a variety of backgrounds. Such distinctive personal features are frequently based on diverse ideas, ethics, and values, which can lead to disputes (Kinicki & Kreitner, 2008). Roles are sets of actions that people in certain positions are required to accomplish (Hussein & Al-Mamary, 2019)

Sources of Conflict

Conflict is a natural phenomenon in this situation. Due to the opposed interest, needs or aspirations of employers and workers represented by their union, conflict is inevitable in the organisation; as Fajana (2006) observed, that conflict-orientations within the work setting centre basically on the opposed nature of the interest of the employers and the workers. The government, as a participant in the industrial relation system, is seeking full employment, reduced inflation, and maintaining domestic tranquillity and taxation to provide economic benefits to the citizenry (Ayodele & Olutoje 2009). Apart from this fundamental problem underlying the industrial relations system, Adebisi (1999), Olatunje (2003), and Fajana (2006) identified the following as the sources of conflict in the organisation. The management style of employer, wages and salaries issues, poor condition of services, unlawful termination of either worker or union leaders' employment, Non-recognition of trade union and inability on the part of the management or the employer to implement the agreement reached in collective bargaining forum can lead to conflict. A good example is the 2009 Academic Staff Union of Universities (ASUU) agreement with the Federal Government of Nigeria which, failure to appropriately implement it by federal government has been the source of conflict between ASUU and the federal government. According to Parashar and Sarma (2020), the repercussions of conflicts include abuse, a lack of cooperation, bullying, violence, and frequent physical injury to others due to ego conflicts. Therefore, because such disagreements create an unfavourable work environment, people in such environments may experience stress even if they are not directly involved in the conflict.

Effects of Conflict in Organisations

Conflict between two or more departments is certainly to occur in the organisation. The difference in goals perceptions, competition, ambiguity and imbalance in the strategic apex of the organisation set the stage for conflict. Conflict is very important in the organisation as it brings change when handled appropriately. As Ramachander (2005) pointed out that conflict can be a major problem. However, certain kinds of conflict can be beneficial depending on how effectively these conflicts are handled. Better understanding, ideas, working conditions, and relationships may arise from reduced conflict, which may ultimately boost productivity and profitability (John-Eke & Akintokunbo, 2020; Parashar & Sarma, 2020). Awan and Anjum (2015) contend that effectively handled conflict promotes candid communication, group decision-making, consistent feedback, and quick resolution of disputes. Open communication and collaboration encourage the flow of new ideas and develop working relationships, both of which can boost employee morale. Employee morale and job performance can be improved by providing regular feedback and resolving conflicts effectively. Therefore, conflict in the organisation can either be functional or dysfunctional. Steers (1999) argued that people often assume that all conflicts are necessarily bad and should be eliminated. Contrary to this view is that there are some situations in which an average amount of conflict can be helpful. Steers further provides the following functional effect of conflict on the productivity of the organisation.

1. **Unity**

    In the quest to resolve conflict, the members involved usually grow and develop identities, which go a long way to promote harmonious co-existence and foster unity

among the members. These harmonies become a new course of vigour, group cohesion, and, consequently, an increase in productivity (Robbins, 1998; Ramachander, 2005).

2. **Innovation**

Because of conflict, organisations need to adopt the best strategy for solving it, and this leads to the search for new mechanisms as solutions to organisational problems. This help to facilitate productivity.

3. **Effective Communication**

Conflict arises because ambiguity prompts effective communication in that roles and responsibilities are properly communicated. Good communication brings improvement in organisational productivity.

4. **Motivation**

When groups are in conflict because of a lack of common performance standards, it stimulates them to work hard and thus push themselves to meet performance objectives. As such, there is an increase in productivity as groups excel.

The behaviour of employees in the conflicting department may result in a risk to the organisation through neglect or intentionally negative behaviour. Parashar and Sarma (2020), in their study on the impact of conflict on productivity at the workplace, pointed out that the highest outcome of unmanaged conflict leads to workplace disturbance, diminished productivity, failed projects, absenteeism, turnover, and firing. According to Awan and Anjum (2015), a hostile work environment that does not encourage conflict resolution can lead to bad employee behaviour and performance. A conflict which is not controlled leads to a breakdown in communication and poor behaviour among employees. One employee's poor behaviour can have a negative impact on overall employee morale, resulting in decreased productivity. According to Levine and Moreland (1990), the effect of conflict breeds social dilemmas and coalition formation, all of which assume a very dangerous state and affect the organisation in the following negative ways:

1. **Customers**

Conflicts that breed aggressive behaviour between groups within the organisation lead to problems in the critical supply of materials.

2. **Human Resources**

The employees of conflicting departments' productivity and the quality of work may be reduced. This is because absenteeism and stress may arise because of conflict, and this will be very costly to the organisation. Conflicts may also cause skilled employees to leave the organisation.

3. **Intangible Asset**

When a department engages in conflict, it sometimes degenerates into sneering comments that disrupt the organisation's reputation and thereby affect its market share.

4. **Business Income and Budgeted Costs**

Conflict most at times misdirect the energies of conflicting individual or groups, resulting in acts of sabotage. These affect the organisation's income and increase its running cost.

Strategies for Managing Conflict in Organisations

It is a statement of the fact that the best way to handle conflict is to avoid its ignition. However, conflict is unavoidable due to the divergent interest of the participants in the industrial relation system. But it can be minimised or reduced. Rana et al. (2019) pointed out that effective

conflict resolution mechanisms in the organisation improved business performance. Conflict management solutions, according to Awan and Saeed (2015), are critical for the attainment and achievement of organisational goals and objectives. Awan and Saeed went on to say that if management does not understand conflict resolution solutions, it would negatively affect organisational performance; however, if a conflict is constructively managed, it will improve organisational performance. The methods of conflict management in an organisation vary as its causes, origins, and context. Timely recognition of the nature, significance, and sources of conflicts in an organisation is the main stepping stone in developing strategies for conflict management (Elmagri & Eaton, 2011; Murerwa & Guantai, 2019). The best method for managing conflicts in an organisation is to concentrate on strategies that will improve constructive function in order to maximise organisational effectiveness; as a result, it is crucial to identify all levels of conflict in an organisation, be they individual, interpersonal, or inter-group conflicts.

It is crucial to keep in mind that every organisation has a unique process for resolving conflict for the sole goal of surviving. Because conflict is unavoidable in organisations, Uchendu et al., (2013) claimed that how conflict is managed determines whether it has a good or negative impact on the organisation's effectiveness. Before a conflict originates or grows, it is important to identify and address the underlying tension in the workplace. This is the first step in effective conflict management.

Thus, all organisations, however simple or complex, possess a range of strategies for managing conflicts. Jones and George (2004) describe strategy as a collection of choices regarding the activities to be taken, the goals to be pursued, and the best use of available resources. Follett (1926-1940), Blake and Mouton (1964), Thomas and Schmidt (1976), and others were among the first scholars to be interested in conflict and conflict management strategies (Murerwa & Guantai, 2019). Follett offered three key strategies for handling interpersonal conflicts, as cited by Murerwa and Guantai (2019); dominance, compromise, and integration; she also advocated that organisations might handle disputes through avoidance and suppression strategies. Interpersonal conflicts can be resolved using five strategies, according to Blake and Mouton in, as cited by Murerwa and Guantai (2019), who classify their strategies based on the level of care for individuals and production. These five strategies are forcing, compromising, withdrawing, issue-solving, and smoothing.

According to Murerwa and Guantai (2019), Thomas suggested a two-dimensional framework of negotiation tactics based on the assertiveness and cooperation of the parties. He listed five methods for handling conflicts: competing, compromising, working together, accommodating, and avoiding. According to Rahim, as stated by Murerwa and Guantai (2019), interpersonal conflict can be managed in five ways: dominating, obliging, integrating, compromising, and avoiding, depending on the amount of worry and those with whom they interact. Even though the Thomas and Rahim tactics are so similar, it is no surprise that administrators have used their conflict management strategies widely in today's studies (Daly et al., 2010).

Steers (1999) stated that negotiation, smoothing, facilitating inter-group communication, and emphasising organisation are the strategies for conflict resolution in an organisation. Also, there are strategies to manage conflict that are assessed on a scale of assertiveness and cooperativeness. Assertiveness has to do with the degree to which individual attempts to satisfy his/her own interest, whereas cooperativeness relates to the extent to which an individual tries to satisfy the other's interest (Mills & Mene, 2020).

Negotiation, collaborating, competing, bargaining, compromising, and avoidance are some of the important techniques employed in organisations to manage conflicts. These are examined as

follows. Firstly, negotiation, as one of the strategies for conflict management, is the process where mandated representatives of groups in a conflict situation meet to resolve their differences and to reach an agreement (Steer, 1999). Negations often involve compromise; that is, one group may win one of their demands and give in to another.

The collaboration style of conflict management strategy relates to a high level of assertiveness and cooperation. In a conflict situation, it is the coming together of thoughts to obtain the best answers. The optimal solution is found through a creative process that incorporates the contributions of various stakeholders. This strategy may be supreme because it achieves resolution through the participation of all parties involved. This approach is characterised by a strong regard for the interests of all other parties concerned. It emphasises problem-solving and a desire to achieve a win-win situation for both sides (Phillips & Gully, 2011). When people work together, they come up with a solution that totally meets the needs of all parties involved (Mills & Mene, 2020). Collaborative conflict management styles, according to Flanagan and Runde (2008), characterise individuals in dispute who find the best solution that satisfies all parties involved. This approach can be referred to as a problem-solving approach. Issues are discussed openly, and the people concerned communicate with each other in a neutral manner. Mills and Mene (2020) pointed out that the goal of conflict management is to lessen the negative consequences while strengthening the good aspects.

The competing strategy of managing conflict has to do with a situation where an employee believes that his/her own right is more significant than that of others. These strategies are recommended when a contradictory issue arises to prioritise one's own perspective or notion (Mills & Mene, 2020). Strong, Devault and Cohen (2008) pointed out that this style might devolve to the point where the loser feels compelled to respond after being dominated by the other. A competitive person is forceful and uncooperative, and he/she is obsessed with power. He/she is just concerned with his/her own interests at the expense of others (Mills & Mene, 2020). To win his/her position, he/she does whatever he/she thinks is right. Competing might involve defending one's rights and what one believes is correct.

The accommodating strategy of conflict management strategies is characterised by a high level of unassertiveness and cooperation. Conflict management through the mediation of third parties follows this technique (Yuan, 2007). When someone exhibits more regard for the interests of another party than their own, they are displaying an accommodating style. When the cause of the conflict is more important to the other party or parties involved than to oneself, this method is used. The goal of this strategy is to let the other side win while you lose. Mills and Mene (2020) pointed out that this approach prioritises the relationship over the agenda. If this technique is overused to fit in with other groups or parties, the individual may feel sad because of having to give up things that are important to him.

A compromising approach to conflict management connects the line between assertiveness and cooperation. Yuan (2007) stated that this approach is about winning a little and losing a little to reach an agreement after a period of negotiation. Individuals who utilise this approach alter their minds to avoid constant conflict (Lussier, 2010; Shabani, Behluli, & Qerimi, 2022). Parties that compromise give up something in exchange for something else. Compromise is achieved when persons concerned relinquish some of their interests, perspectives, ideas, and peculiarities to deal with conflict situations (Schyns & Hansbrough, 2010). Morris-Rothschild and Brassard (2006) conducted a study on teachers' conflict resolution approaches, and their findings revealed that most instructors used a compromise conflict resolution strategy.

Avoiding the approach to managing conflict has to do with a passive conflict resolution strategy. This personality trait is characterised by a high level of unassertiveness and unwillingness

to cooperate. It is the opposite of cooperative conflict resolution (Mills & Mene, 2020). A person in this situation is more likely to flee or ignore the conflict. This personality trait is characterised by a person who is unconcerned about the rights of others as well as his own (Nelson & Campbell, 2008). An avoidant person is unconcerned about other his/her own right and people's rights (Mills & Mene, 2020). People that embrace this manner, according to Rahim et al. (2001), prefer to ignore or disregard disputes.

CONCLUSIONS

The failure of the parties involved to meet each other's requirements jointly or reciprocally is the root of organisational conflict. Organisational conflict is produced by a variety of causes, including competing goals, competition for scarce resources, poorly defined roles and responsibilities, and lack of a shared performance rating system (Mills & Mene 2020). Human resources are lost, as well as other resources such as time, money, energy, and material, when conflicts become violent or are not effectively handled (Hussein & Al-Mamary 2019). Because disputes in organisations are unavoidable, it is incumbent on the parties to devise effective measures for reducing them. Considering this, the study suggests that organisational structures be created so that the parties see themselves as cooperative units working toward a similar goal, preventing others from exerting influence on others, which can lead to conflict. Managers should also view conflict as a natural occurrence that should occur in the workplace and make active attempts to manage it rather than trying to eliminate it, as this would just aggravate the situation. Furthermore, organisations should provide a periodic seminar or workshop on conflict management tactics in the organisations, outlining the benefits and drawbacks of conflict, to help managers understand the dispute and its implications for the organisation.

LIMITATION & FURTHER RESEARCH

As this current study centred on a review of existing literature on conflict in an organisation, it has some limitations. To comprehend the statistical significance effect of conflict in organisations and effectiveness of management strategies, it is necessary to use a quantitative instrument to gather and analyse data on conflicts in a particular organisation. Therefore, a quantitative instrument is required by further research to collect data from employees to grasp their perspectives on conflict, and a study conducted across a broad spectrum can help exemplify the conflicting viewpoint.

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