CHAPTER -2

REVIEW OF LITERATURE

Studies to be reviewed have documented that cooperative conflict management can have important short-term and long-term consequences that protagonists are likely to experience as beneficial. Experiments have shown that cooperative conflict can be constructive in the short-term as measured by understanding issues, making quality solutions, and strengthening relationships. Field studies provide evidence that these effects generalize to various organizational settings and persist over time. A recent study provides evidence of the value of being predisposed to manage conflict cooperatively for long-term psychological development and health (Tjosvold, Huang, Johnson, & Johnson, 2006).

Developing constructive and positive conflict resolution strategies at various organizational levels is the emerging thought

Dispute resolution constitutes an important managerial responsibility and activity, and has a crucial impact on the well being of the organization. Managers often serve as third parties to a conflict resolution process. Organizations develop many constructive conflict resolution strategies at various levels of the organization. Many researchers have documented that protagonists who emphasize their cooperative, positively related goals where they believe that as one moves toward goal attainment the others do too are prepared to engage in open-minded discussions; they express their various views directly, try to understand each other, and combine their ideas to solve the underlying problem for mutual benefit. In contrast to this theory on the approach that is likely to result in positive outcomes, the definition of constructive conflict is not so clearly operationalized. Deutsch (1973) argued that conflicts are constructive to the extent that participants consider that overall they have gained more benefits than costs. Assessing these benefits and comparing them with the costs though involve a complex calculus. Conflicts can have wide-ranging effects and it seems likely that actors typically experience different effects and that consequences valuable in the short-term are not necessarily valuable in the long-term.
According to a study conducted by Etty Liberman, Yael Foux Levy and Pertz Segal (2009), it has been accepted that there is a notion that an internal Conflict Management System for workplace disputes must be designed to promote a positive work environment. This article discusses the design and implementation of Conflict Management System for an Israeli municipality. It assesses how effective the Conflict Management System has been from the perspective of users on improving interpersonal relationships and creating a positive workplace atmosphere.

Linda L. Putnam (2007), discussed on organizational conflict management systems - the early dispute models such as Adjudication and Arbitration which are replaced by the Non-union environments characterized by team-based work systems, co-operative partnerships and joint ventures, participatory and collaborative management systems.

In a study made by Steve Alper, dean Tjosvold, Kenneth S.Law, (2000), it was discussed that co-operative approach to conflict leads to conflict efficacy that in turn results in effective performance as measured by managers.

Michael.R (1989) quotes in a study on Conflict management and organizational development, that personal relations in an organization depends on four general forms such as, i) Power and dependency ii) Negotiating iii) Instrumental, and iv) Socio-emotional aspects.

Dean Tjosvold (2007) states that co-operative relationships exist in an organization when skills to discuss diverse and conflicting views open-mindedly, combine energy, ideas and knowledge of diverse people in an highly constructive manner takes place.

In various studies conducted by Carten K.W.De Dreu (2007) and many researchers, it is discussed that workplace conflict is quite desirable, should be welcomed and, where possible, stimulated Pondy (1992). In fact, this is exactly what Van de Vliert and De Dreu (1994) suggested some time ago: ‘In overly harmonious or protest-repressive situations, therefore, encouragement and intensification rather than prevention and mitigation of conflict may often be recommended.
George and Jones (2005) note in a book the view on conflict, although unavoidable, it can often increase organizational performance, if it is carefully managed and negotiated.

The major finding of the study by Jose M.Guerra, Ines Martinez, Lourdes Munduate and Francisco J. Medina (2005) is that the role of organizational culture is more in influencing the nature of conflicts that occur in the workplace. It is found that Task conflicts take place in private organizations with a high goal oriented culture compared to public organizations with a low goal oriented culture.

Angela I. Greenwald (2007), the major findings were quite attention drawing. The study is to investigate the degree to which the Six Sigma leadership training program prepares leaders to resolve organization conflict, a major source of stress-related illness. A qualitative case study approach was utilized. Twenty-three Black Belt leaders in three Six Sigma roles of one Fortune 100 company were interviewed from five strategic business units to determine if improvements may be made to reduce unresolved conflict and enhance leader effectiveness. Leaders reported to be ill equipped to manage conflict, negatively impacting productivity, rendering them less effective and unable to meet personal and organizational goals. The results confirmed that no training in the area of conflict resolution was included in the curriculum. To compensate, the leaders sought training outside of the curriculum, ignored conflicts, or worked alone. Adequate recognition, a supportive leader and peer network, judicious project selection and a conflict-receptive culture were positive influences. Recommendations for promoting positive social change by reduction of harmful workplace conflict include conflict resolution training, the initiation of a peer network, clearer role definition, and more thorough project selection.

According to Ruth Sirman (2008), Collaborative Leadership is a sound solution to complex problems at workplace. The study explains the Management style that was ripe for conflict. Collaborative leadership changes the dynamics and re-establishing a functional workplace, assessing the damage, soliciting inputs from employees, having a collaborative plan and moving beyond the politics of work.

Patrick Lencoini (2008) stated five critical success factors to build trust among the team members at workplace. By building trust conflicts can be managed in a constructive and productive manner.
According to a survey conducted by George Kohlrieser (2007), there are six essential skills for managing conflict. The researcher enumerated the benefits of conflicts to a company and how to manage conflict for high performance.

According to Janice L Dreachslin, Dane Kiddy (2006), there are six main causes of conflict. Viz., unclear expectations, ineffective or poor communication, lack of clear jurisdiction, interpersonal styles or attitudes, conflicts of interests, and organizational change. She also stated the resolving styles of conflicts such as collaborating, competing, compromising, accommodating, and avoiding. The researcher suggested the best technique to manage conflict by developing emotional intelligence among the members of the team or group at workplace.

A study is conducted by Debra Lynn Ravanheimo Casey (2007), on managing conflicts through organizational ombudsmen programs. This study found that for that period of study, these programs exist as informal conflict management mechanisms with different types and conflict management contexts. This study focused on ombudsmen at the level of the programs and organization that use them in dealing with the world of workplace conflicts.

Kelly Blayne Warren (2004), according to this study, the dominating style of conflict management is a style that forces behavior to win one’s position at any cost. Recall Rahim’s (1992) statement, “Dominating may mean standing up for one’s rights and / or defending a position that the party believes to be correct”. Analysis from this data produced a positive correlation between the dominating conflict style and the spiritual gift of ruler. The leader with the gift of rulership looks ahead to possibilities and future goals, offers guidance to reach those goals, and communicates those goals in such a way that others will listen and work to achieve them. Thus, when conflict occurs, the ruler will stand up for his or her position because it is believed to be essential to goal achievement. Dominating may win in the short term, but Rahim et al. (1999) contended that the style is short-sided and short-lived. Therefore, the ruler who uses the dominating style of managing conflict too often may win the battle but lose the war.

Constance Barrow – Green (2004) in his study focused on the relationship between the styles of conflict management and the quality of the dyadic relationship between leader and follower. The study states that effective leadership is critical to
organizational success which influences the styles of leadership and the relationships exchanged by a leader and a member.

Jennnifer L Clarke (2003), the study explains the experiential learning as an enabler to improve conflict management in a work team. The experiential learning program affects the ability of a work team to effectively manage conflict.

Linda Berens(2010), discusses the essential characteristics of the interaction styles from the view point of positives, dialogue, differences discussions, decisions, dexterity, unfinished business discussions. All these characteristics are important for constructive conflict management at work environment.

According to a study conducted by Frank Harrison (1986), there is a necessity for synergy in professional organizations. Managerial and Professional orientations are opportunities for organizational conflicts. Several other studies have concurrent with Kornhauser's findings regarding a potential divergence between the value and goal orientations of professional and managers in complex organizations. One study in particular made at the Industrial Relations Center at the University of Chicago, comprising separate surveys of 587 professional employees in 19 separate work groups, cited differences in managerial and professional orientations toward goals and objectives as a primary source of potential conflict.

Increasing globalization and advances in communication technology have fuelled the emergence of global virtual teams (GVT). There is much potential for conflict in GVT as members work across cultural, geographical, and time boundaries. This study examines the antecedents of GVT conflict and the circumstances under which conflict affects team performance. An in-depth study of GVT conflict episodes was carried out using interviews, observations, communication logs, and documents. Based on findings from the teams under study interpreted in the light of prior literature, propositions are developed about the antecedents and impacts of GVT conflict as stated. GVT cultural diversity is likely to contribute to both task and relationship conflict, while functional diversity may result in task conflict. Large volume of electronic communication and lack of immediacy of feedback in asynchronous media can contribute to task conflict. Additionally, the relationship between task conflict and team performance is likely to be contingent upon task complexity and conflict resolution approach. The influence of relationship conflict on performance may depend
on task interdependence and conflict resolution approach. The conflict resolution approach may in turn be determined by the nature of conflict attribution. These propositions have been synthesized into a model to guide future empirical research and GVT practice.

- Research shows that 60-80% of all difficulties in organizations stem from strained relationships between employees, not from deficits in individual employee’s skill or motivation. Daniel Dana, Managing Differences

- The typical manager spends 25-40% of his or her time dealing with workplace conflicts. That’s one to two days of every work week.

- Ernst & Young reports that the cost of losing and replacing an employee may be as high as 150% of the departing employee’s annual salary.

- In a 1990 survey, 78% of respondents indicated that they believe some, most or all employers engage in discrimination in hiring or promotion, and 51% stated that all or most employers engage in discriminatory practices.

- 90% of harassment is never officially reported.

- More than 50% of employers report having been sued by an employee. Society for Human Resource Management survey, cited in USA Today.

- Between 1970 and 1989, the general federal civil caseload increased by 125%. In contrast, employment discrimination cases increased 2,166%.

- The national average compensatory award in employment practice liability cases rose from $133,691 in 1997 to $250,000 in 2003.

- Fortune 500 Senior Executives spend 20% of their time in litigation activities.

- Organizations adopting conflict resolution processes, like mediation and arbitration, report 50-80% reductions in litigation costs.

**Workplace Conflict Statistics**

When cooperation and collaboration are low, effects are seen in productivity, customer service, organizational and individual stress, unscheduled absences, sick leave use, medical claims, retention, and recruitment ability. Here are some statistics that
reflect the cost of conflict in organizations:

- 30-42% of managers' time is spent reaching agreement with others when conflicts occur.

- It is estimated that more than 65% of performance problems result from strained relationships between employees -- not from deficits in individual employees' skill or motivation.

- It costs 1.5 times the position salary to replace the employee in it.

- It is estimated that sexual harassment claims alone are costing each Fortune 500 company $6.7 million per year, with costs for smaller companies being proportionately burdensome.

- Recent studies find that more than two-thirds of managers spend more than 10% of their time handling workplace conflict and 44% of managers spend more than 20% of their time in conflict-related issues.

- A number of surveys indicate that people in all occupations report the most uncomfortable, stress-producing parts of their jobs are the interpersonal conflicts that they experience on a daily basis between themselves and co-workers or supervisors.

- From 1990 to 1995, the number of charges with the EEOC alleging illegal discrimination in employment increased 46.75%.

Below are some Workplace statistics that show you the cost of turnover, loss of productivity and absenteeism.

- *The cost of turnover* in the workplace is extraordinary. Ernst & Young reports that the cost of losing and replacing an employee may be as high as 150% of the departing employee’s annual salary. The cost of turnover also includes the manager’s time training new employees.

- Productivity losses related to personal and family health problems cost U.S. employers $1,685 per employee per year, or $225.8 billion annually.

- $700,000 is the average jury award in wrongful termination lawsuits.
The typical manager spends 25-40% of his or her time dealing with workplace conflicts. That’s one to two days of every work week.

Workplace Stress & Mental Health

- Two-thirds of both men and women say work has a significant impact on their stress level, and one in four has called in sick or taken a “mental health day” as a result of work stress.
- One-fourth of employees view their jobs as the number one stressor in their lives.
- Workplace stress causes approximately one million U.S. employees to miss work each day.
- Problems at work are more strongly associated with health complaints than are any other life stressor.
- Workers who must take time off work because of stress, anxiety, or a work conflict will be off the job for about 21 days.
- American employees used about 8.8 million sick days in 2001 due to untreated or mistreated depression.
- Indirect costs of untreated mental health disorders results in a $79 billion annual loss to businesses due to loss of productivity and absenteeism.

The cost of turnover, loss of productivity and absenteeism in organizations due to conflict is huge.

When organizations make it a priority to train employees on communication / listening skills, building trust, teambuilding, and conflict resolution skills, less unresolved conflicts will occur. When employees feel their concerns are heard by management, job satisfaction and productivity increases which goes right to an organization’s bottom line.

Conflicts in manufacturing and service sectors

C.C.Cheung and K.B.Chuah, 1999 carried out a study on Conflict Management Styles in Hong Kong industries. This paper examines the use of different conflict resolutions in 63 actual case studies from Hong Kong industries. Contrary to common
perception and previous findings, ‘confrontation’, as a mode of conflict resolution is found to be more commonly used in handling conflict. And significantly, almost all of the case incidents which used the ‘confrontation’ approach were said to have achieved positive consequences. The authors argue that this change of resolution strategy in the past decade could be due to the increasing number of Hong Kong companies adopting the matrix structure explicitly or implicitly in carrying their projects. It appears that in Hong Kong industries, the influence of the Chinese culture and traditional values in attitude, behaviour and professional practices of both engineers as well as managers, is diminishing. Although the ‘withdrawal’ and ‘forcing’ approaches were also being used for certain types of conflict, as revealed by some of the case studies, the consequences are often recognized to be dysfunctional to team work.

A survey is conducted by Ike C. Ehie, (2010) on the manufacturing managers in the USA and analyzed 392 valid responses. The results indicate that when conflict arises in a manufacturing decision, cognitive conflict would lead to a higher level of company performance particularly when the decision scenario is based on market responsive situation (innovative products). Consistent with previous studies, affective conflict tends to have adverse effects on performance regardless of the decision scenario. This study contributes to our understanding of situations in which conflict can facilitate or hamper company performance in an operational decision making setting.

The study on promising research opportunities in emotions and coping with conflict by Ronald H. Humphrey, 2006 discuss the core concepts such as the empathy, the ability to recognize emotions in others, and the ability to express one's own emotions. These 3 variables are related to moods and job performance, leadership, emotional labour, trust, work family conflict and stress, promising research areas, suggesting practical ways to help employees and organizations cope with conflict in the workplace.

The study by Olufemi Adejare Adewole and Olukemi Grace Adebola, 2010 on Collective bargaining as a strategy for industrial conflict management in Nigeria investigated the strength of collective bargaining as a strategy for Industrial conflict management and Industrial harmony among 5 manufacturing Industries randomly sampled in Ibadan, Oyo State, Nigeria. With the use of a questionnaire administered to 100 respondents, an empirical study of a descriptive type was carried out on the
selected manufacturing industries to determine the role played by collective bargaining in the resolution of industrial conflicts and promotion of industrial harmony at the workplace. Techniques of data analysis were mainly by the use of non-parametric statistics which included simple frequency distributions and percentage values from opinion information derived on the Likert 5-point scale. The major finding of the study revealed that the frequent eruption of industrial conflicts between employers and employees in Nigeria generally, can be effectively managed through collective negotiation and consultation with the workers’ representatives. The paper therefore recommends that both public and private organizations and all stakeholders in Industrial relations should encourage regular review of labour agreement and effective employer-employee consultation and negotiation so as to reduce conflicts at the workplace and thereby promote industrial harmony and enhance productivity.

Kim Lian Lee, 2008 made a study that examined the relationships between conflict handling styles and subordinates’ satisfaction with supervision. Data from 139 respondents from major industries in Malaysia including service, manufacturing, mining and construction demonstrated that subordinates were more satisfied with their superiors’ supervision through their exercise of integrating, compromising, and obliging styles. On the other hand, subordinates who perceived their superiors as primarily utilizing dominating and avoiding style viewed them as incompetent in supervision and thus lowering their level of job satisfaction.

From the survey conducted by Steve Alper, Dean Tjosvold and kenneth S. Law, 2000 it is reveals that the structural equation analysis supports the model that a cooperative instead of competitive approach to conflict leads to conflict efficacy that in turn results in effective performance as measured by managers. Findings suggest how organizational teams can be prepared to make use of their autonomy to deal with problems and conflicts so that they are productive.

The study by Karen A. Jehn, (1994) "Enhancing Effectiveness: An investigation of advantages and disadvantages of value-based intragroup conflict “investigates the benefits and detriments of emotional and task-related conflict in work groups. Group value consensus (GVC), or the extent to which group members share values, and group value fit (GVF), or the degree to which the culture of the group matches the ideal culture envisioned by external parties with control over the group, are hypothesized to
decrease conflict. In examining 88 workgroups performing comparable organizational tasks, it was found that groups with low levels of value similarity among members and between the group and governing superiors had higher levels of conflict than groups with high levels of value similarity. As hypothesized, emotional conflict was negatively associated with group performance and satisfaction, while task conflict was positively associated with group performance. The implications of these results for conflict management and group effectiveness are discussed.

Stella Ting-Toomey, Ge Gao, Paula Trubisky, Zhizhong Yang, Hak Soo Kim, Sung-Ling Lin, Tsukasa Nishida, (1991) "Culture, face maintenance, and styles of handling interpersonal conflict: a study in five cultures". The objective of this study was to test Ting-Toomey's (1988a) theory on conflict face-negotiation. More specifically, the study examined the relationship between face maintenance dimensions and conflict styles in Japan, China, South Korea, Taiwan, and the United States. The results were summarized as follows: (1) Cultural variability of individualism-collectivism influences two face maintenance dimensions—self-face concern and other-face concern; (2) Cultural variability influences conflict styles, with U.S. members using a higher degree of dominating conflict style than their Japanese and Korean cohorts, and the Chinese and Taiwanese members using a higher degree of obliging and avoiding conflict management styles than their U.S. counterparts; (3) Overall, face maintenance dimensions served as better predictors to conflict styles rather than conflict styles to face dimensions; (4) Self-face maintenance was associated strongly with dominating conflict style, and other-face maintenance was associated strongly with avoiding, integrating, and compromising styles of conflict management.

Likert, Rensis; Likert, Jane G. (1976), describes principles and procedures that increase the probability of finding a solution to a conflict that is acceptable to all parties. These principles and procedures are derived from a management system with better resources for managing conflict than other systems. Emphasis is placed on a generally neglected step in problem solving that helps keep conflict from intruding into the problem-solving process.

Palo Alto, Dunnette, Marvin D. Hough, Leaetta M. (1992) developed an integrated overview of the complex fabric of variables involved in conflict and negotiation / the major parts of this fabric include (a) the sequence of events in the
conflict/negotiation process, (b) structural variables which shape that process, (c) outcomes of the process, and (d) third-party interventions to manage conflict/negotiation. Separate models are developed for each of these parts, along with a more general model or paradigm that shows the interrelationships between them. Special attention has been given to topics that are central to conflict and its management but which have not received sufficient analysis. One involves the prevailing motivational/behavioral assumptions used to explain or predict conflict/negotiation behavior. The deficiencies of prevailing rational-economic assumptions are noted, and a more complex model of motivation is introduced that incorporates emotions and normative reasoning as well as rational-economic reasoning.

A second topic involves the goals of conflict management. It is argued that much of the divergence in conflict management prescriptions within the literature is based on confusion among quite different goals. A framework is developed to categorize these goals, based on one's choice of beneficiary and time frame.

Leslie A. De Church, Michelle A. Marks, (2001) work on "Maximizing the Benefits of Task Conflict: The Role of Conflict Management" focuses on intragroup conflict research has shown that task conflict can improve group outcomes, but it has not addressed how groups ensure that the positive aspects of task conflict are realized. This study examines the influence of group conflict management on group effectiveness, as well as the moderating role of group conflict management on task conflict—group outcome relationships. Results of a field survey of 96 business school project groups indicated that the use of agreeable conflict management in response to task conflict was associated with greater group satisfaction. Results examining group conflict management as a moderator showed that the relationship between task conflict and group performance was positive when conflict was actively managed and negative when it was passively managed. Similarly, task conflict improved group satisfaction when managed with agreeable behavior, and harmed satisfaction when neutral or disagreeable behaviors were used. Results from this work provide an important first look at how group conflict management behaviors directly impact group outcomes and
affect task conflict—group outcome relationships.

Although organisations often implement team-based structures to improve performance, such restructuring does not automatically ameliorate poor performance. The study in this article explores the relationship between team members' negative mood and team processes (social cohesion, workload sharing, and team conflict) to determine if negative mood has a detrimental effect on team performance via team processes. Two hundred and forty one participants completed surveys and were involved in an independently rated performance task that was completed over eight weeks. Negative mood was found to influence team processes and as a consequence, team performance. The results, however, were not uniformly negative. Implications for theory and practice are discussed by Peter J. Jordan, Sandra A. Lawrence, Ashlea C. Troth (2006) in a study on “The impact of negative mood on team performance”.

Ronald H. Humphrey (2006) presented a study- Promising research opportunities in emotions and coping with conflict - This study reviews the highlights of the five articles in this special issue on emotions and coping with conflict. It develops 12 research areas that offer potential for future research breakthroughs. These areas link the five articles to core concepts in emotional intelligence/competencies and Affective Events Theory. Particular attention is given to empathy, the ability to recognize emotions in others, and the ability to express one's own emotions. These three variables are related to moods and job performance, leadership, emotional labour, trust, work-family conflict, and stress. These five articles, together with the 12 promising research areas, suggest practical ways to help employees and organizations cope with conflict in the workplace.
There are over 40,000 multinational corporations currently operating in the global economy, in addition to approximately 250,000 overseas affiliates running cross-continental businesses. In 1995, the top 200 multinational corporations had combined sales of $7.1 trillion, which is equivalent to 28.3 percent of the world's gross domestic product. The top multinational corporations are headquartered in the United States, Western Europe, and Japan; they have the capacity to shape global trade, production, and financial transactions. Multinational corporations are viewed by many as favoring their home operations when making difficult economic decisions, but this tendency is declining as companies are forced to respond to increasing global competition.

M.Kamil Kazan paper proposes a broad perspective for studying the influence of culture on the process of conflict management. Three models of conflict management are described, based on the culture framework of Glen (1981). In the confrontational model, conflicts are conceptualized as consisting of sub issues, and a sense of reasonable compromise aids resolution despite a confrontational style. In the harmony model, conflict management starts with the minimization of conflict in organizations through norms stressing observance of mutual obligations and status orderings. Conflicts are defined in their totality, and resolution is aided by avoidance and an accommodative style. Less emphasis is placed on procedural justice, as on maintenance of face of self and others. Third parties are used extensively, and their role is more intrusive. In the regulative model, bureaucratic means are used extensively to minimize conflicts or to aid avoidance. Conflicts get defined in terms of general principles, and third party roles are formalized. The implications of the differences among the three models for conflict resolution across cultures and for future research are discussed.

Van Dijk, Pieter A.; Brown, Andrea Kirk (2006) focused on conflicting empirical findings in studies assessing the relationship between emotional labour and negative job outcomes are partly due to the lack of clarity regarding the conceptualisation and measurement of emotional dissonance. Emotional dissonance has been variously described and measured as an antecedent or as a consequence of the performance of emotional labour, as well as an inherent component of emotional labour. Recent conceptualisations of dissonance have proposed a mediator role for emotional dissonance between emotional labour and the outcome of emotional exhaustion. Concepts from cognitive dissonance theory support this conceptualisation
and were used to empirically test this proposed relationship with a sample of 181 staff from two tourism based organisations providing a range of visitor/customer services. The results demonstrated a significant partial mediation role for emotional dissonance in the relationship between emotional labour and emotional exhaustion, supporting the use of a more theoretically and methodologically consistent measure of emotional dissonance.

Ike C. Ehie (2010) discuss in a study although the organization psychology literature is replete with an ongoing debate on the impact of conflict on organizational performance, the operations management literature has provided few empirical studies to examine this issue. This study adapts the Amason and Schwieger (1994) framework to investigate the impact of conflict on operational decisions and company performance. A survey of manufacturing managers in the USA and analysis of 392 valid responses using partial least square regression, the results indicate that when conflict arises in a manufacturing decision, cognitive conflict would lead to a higher level of company performance particularly when the decision scenario is based on a market responsive situation (innovative products). Consistent with previous studies, affective conflict tends to have adverse effects on performance regardless of the decision scenario. This study contributes to the understanding of situations in which conflict can facilitate or hamper company performance in an operational decision-making setting.

De Dreu, Carsten K. W.; Weingart, Laurie R. (2003) in a study provides a meta-analysis of research on the associations between relationship conflict, task conflict, team performance, and team member satisfaction. Consistent with past theorizing, results revealed strong and negative correlations between relationship conflict, team performance, and team member satisfaction. In contrast to what has been suggested in both academic research and introductory textbooks, however, results also revealed strong and negative (instead of the predicted positive) correlations between task conflict, team performance, and team member satisfaction. As predicted, conflict had stronger negative relations with team performance in highly complex (decision making, project, mixed) than in less complex (production) tasks. Finally, task conflict was less negatively related to team performance when task conflict and relationship conflict were weakly, rather than strongly, correlated.
The study conducted by C.C Cheung, K.B Chuah (1999) examines the use of different conflict resolutions in 63 actual case studies from Hong Kong industries. Contrary to common perception and previous findings, `confrontation', as a mode of conflict resolution, is found to be more commonly used in handling conflict. And significantly, almost all of the case incidents which used the `confrontation' approach were said to have achieved positive consequences. The authors argue that this change of resolution strategy in the past decade could be due to the increasing number of Hong Kong companies adopting the matrix structure explicitly or implicitly in carrying their projects. It appears that in Hong Kong industries, the influence of the Chinese culture and traditional values in attitude, behaviour and professional practices of both engineers as well as managers, is diminishing. Although the `withdrawal' and `forcing' approaches were also being used for certain types of conflict, as revealed by some of the case studies, the consequences are often recognised to be dysfunctional to team work.

The main thrust of this study taken up by Olufemi Adejare Adewole, Olukemi Grace Adebola (2004) was to investigate the strength of collective bargaining as a strategy for Industrial conflict management and Industrial harmony among 5 manufacturing Industries randomly sampled in Ibadan, Oyo State, Nigeria. With the use of a questionnaire administered to 100 respondents, an empirical study of a descriptive type was carried out on the selected manufacturing industries to determine the role played by collective bargaining in the resolution of industrial conflicts and promotion of industrial harmony at the workplace. Techniques of data analysis were mainly by the use of non-parametric statistics which included simple frequency distributions and percentage values from opinion information derived on the Likert 5-point scale. The major finding of the study revealed that the frequent eruption of industrial conflicts between employers and employees in Nigeria generally, can be effectively managed through collective negotiation and consultation with the workers’ representatives. The paper therefore recommends that both public and private organizations and all stakeholders in Industrial relations should encourage regular review of labour agreement and effective employer-employee consultation and negotiation so as to reduce conflicts at the workplace and thereby promote industrial harmony and enhance productivity.

Coupland, Christine, (2009). The article focuses on a study which examined the use of fairy-tale conflict resolution technique. The research included 40 senior
managers from a large manufacturing company in Great Britain. It found that symbolic meaning from myth can be used to create issues that are usually subdued. Researchers concluded that reframing events in a fairy-tale format reveals and resolves tensions.

The study by Kim Lian Lee (2008) examined the relationships between conflict handling styles and subordinates’ satisfaction with supervision. Data from 139 respondents from major industries in Malaysia including service, manufacturing, mining and construction demonstrated that subordinates were more satisfied with their superiors’ supervision through their exercise of integrating, compromising, and obliging styles. On the other hand, subordinates who perceived their superiors as primarily utilizing dominating and avoiding style viewed them as incompetent in supervision and thus lowering their level of job satisfaction.

Jacqueline Y Portello, Bonita C Long, (1994) in an analysis examined the influences of socialization and structural variables on relations among gender role orientations, interpersonal and ethical conflicts, and conflict handling styles. 134 female federal and provincial government supervisors and managers (26-65 yrs old) completed a questionnaire that included the Bem Sex-Role Inventory and the Rahim Organizational Conflict Inventory. Congruence was found between gender role orientation and conflict handling styles. Ss with high-instrumental traits were more likely to indicate that they would use a dominating conflict handling style, and androgynous Ss (high-expressive and high-instrumental traits) were more likely to indicate that they would use an integrating style. Ss did not report that they would use different conflict handling styles for ethical and interpersonal conflicts. The nature of the conflict did not moderate gender role orientation and conflict handling style relationship.

A study of Psychological Reports (2002) was conducted on the Evaluation of Rahim’s Organizational Conflict Inventory-II as a measure of conflict-handling styles in a sample of Indian salespersons.

A mail survey of 108 salespersons was conducted to examine their conflict-handling styles with customers. The Rahim Organizational Conflict Inventory-II was used to measure the conflict-handling styles of respondents. An exploratory and a confirmatory factor analysis were performed on the items. Analysis indicated this is a reliable and valid measure of salespersons' conflict-handling styles. Thus, sales
researchers can use this measure to examine the conflict-handling styles of salespersons.

Stephen M. Croucher, Kyle J. Holody, Manda V. Hicks, Deepa Oommen, Alfred DeMaris, (2011) "An examination of conflict style preferences in India". This study sets out to examine conflict style preferences in India and the predictive effects of various demographic variables on conflict style preference. Data were gathered in India (n=827) among Muslims and Hindus. Conflict was measured using Oetzel's Conflict Style Measure. To answer the research questions, repeated measures ANOVA and multiple regressions were conducted. The findings reveal that conflict style preference among Hindus in India differs significantly and that Hindus prefer the integrating and dominating styles, whilst showing the least inclination towards the avoiding and obliging styles. Muslims prefer the integrating and compromising styles and least prefer the dominating and avoiding styles. Analyses of the demographic variables' predictive influence reveal that age and sex are significant predictors for all five conflict styles for both Muslims and Hindus. Education has a mixed predictive influence on conflict style among Hindus and Muslims.

Bokkasam Sasidhar, Jaba Mukherjee Gupta, Saad Alghanim and Rashid M. Al-Hamali (2012) conducted an exploratory study of interpersonal conflicts in various organizations in India and in Saudi Arabia. This paper explores possible relationships between the country and causes of conflict, situation of conflicts, frequency of conflicts, resolution and mode of resolution of conflicts, and communication as a means of resolution of conflicts. The study shows that the country has significant impact on "cause of conflict", "resolution of conflicts", and "the mode of resolution of conflicts" at 5% level of significance. In Saudi Arabia, Communication gap is a significant cause for conflict, which is more prevalent than in India. It is observed that most of the conflicts are resolved in Saudi Arabia, whereas about 38% of the conflicts are not resolved in India. This study also presents implications for future research in the area of conflict management. This study sets out to examine conflict style preferences in India and the predictive effects of various demographic variables on conflict style preference. The findings reveal that conflict style preference among Hindus in India differs significantly and that Hindus prefer the integrating and dominating styles, whilst showing the least inclination towards the avoiding and obliging styles. Muslims prefer the integrating and compromising styles and least prefer the dominating and avoiding
styles. Analyses of the demographic variables' predictive influence reveal that age and sex are significant predictors for all five conflict styles for both Muslims and Hindus. Education has a mixed predictive influence on conflict style among Hindus and Muslims. The study calls for conflict mediators to consider the influence of group membership and educational level on conflict management/resolution. The research also discusses national/international conflict intervention.

Steve Alper, Dean Tjosvold, Kenneth S. Law (2006) in a study on Conflict management, Efficacy, and performance in Organizational teams empirically links conflict management literature with research on efficacy and organizational teams. Sixty-one self-managing teams with 489 employees were recruited from the production department of a leading electronic manufacturer. Structural equation analysis supports the model that a cooperative instead of competitive approach to conflict leads to conflict efficacy that in turn results in effective performance as measured by managers. Findings suggest how organizational teams can be prepared to make use of their autonomy to deal with problems and conflicts so that they are productive.

Karen A. Jehn, (1994) in a study investigates the benefits and detriments of emotional and task-related conflict in work groups. Group value consensus (GVC), or the extent to which group members share values, and group value fit (GVF), or the degree to which the culture of the group matches the ideal culture envisioned by external parties with control over the group, are hypothesized to decrease conflict. In examining 88 workgroups performing comparable organizational tasks, it was found that groups with low levels of value similarity among members and between the group and governing superiors had higher levels of conflict than groups with high levels of value similarity. As hypothesized, emotional conflict was negatively associated with group performance and satisfaction, while task conflict was positively associated with group performance. The implications of these results for conflict management and group effectiveness are discussed.

Thomas, Kenneth W. (Handbook of industrial and organizational psychology, Vol. 3, 2nd edition), develop an integrated overview of the complex fabric of variables involved in conflict and negotiation / the major parts of this fabric include (a) the sequence of events in the conflict/negotiation process, (b) structural variables which shape that process, (c) outcomes of the process, and (d) third-party interventions to
manage conflict/negotiation / separate models are developed an integrated overview of the complex fabric of variables involved in conflict and negotiation / the major parts of this fabric include (a) the sequence of events in the conflict/negotiation process, (b) structural variables which shape that process, (c) outcomes of the process, and (d) third-party interventions to manage conflict/negotiation / separate models are developed for each of these parts, along with a more general model or paradigm that shows the interrelationships between them special attention has been given to topics that are central to conflict and its management but which have not received sufficient analysis / one involves the prevailing motivational/behavioral assumptions used to explain or predict conflict/negotiation behavior / the deficiencies of prevailing rational-economic assumptions are noted, and a more complex model of motivation is introduced that incorporates emotions and normative reasoning as well as rational-economic reasoning / a second topic involves the goals of conflict management / it is argued that much of the divergence in conflict management prescriptions within the literature is based on confusion among quite different goals / a framework is developed to categorize these goals, based on one's choice of beneficiary and time frame.

Leslie A. DeChurch, Michelle A. Marks, (2001) Intragroup conflict research has shown that task conflict can improve group outcomes, but it has not addressed how groups ensure that the positive aspects of task conflict are realized. This study examines the influence of group conflict management on group effectiveness, as well as the moderating role of group conflict management on task conflict—group outcome relationships. Results of a field survey of 96 business school project groups indicated that the use of agreeable conflict management in response to task conflict was associated with greater group satisfaction. Results examining group conflict management as a moderator showed that the relationship between task conflict and group performance was positive when conflict was actively managed and negative when it was passively managed. Similarly, task conflict improved group satisfaction when managed with agreeable behavior, and harmed satisfaction when neutral or disagreeable behaviors were used. Results from this work provide an important first look at how group conflict management behaviors directly impact group outcomes and affect task conflict—group outcome relationships.

Andrea M. Bodtker, Jessica Katz Jameson, (2001) states that a growing body of research suggests that conflict can be beneficial for groups and organizations (e.g., De
Dren & Van De Vliert, 1997). This paper articulates the argument that to be in conflict is to be emotionally activated (Jones, 2000) and utilizes Galtung's (1996) triadic theory of conflict transformation to locate entry points for conflict generation. Application of these ideas is presented through exemplars that demonstrate the utility of addressing emotions directly in the management of organizational conflicts.

Michael A. Gross, Laura K. Guerrero, (2000) discuss the competence model of conflict communication suggests that individuals who use various conflict styles will be perceived differently in terms of appropriateness and effectiveness. A simulated organizational decision-making task involving 100 randomly-paired dyads consisting of business students suggested that an integrative conflict style is generally perceived as the most appropriate (in terms of being both a polite, pro-social strategy and an adaptive, situationally appropriate strategy) and most effective style. The dominating style tended to be perceived as inappropriate when used by others, but some participants judged themselves as more effective when they used dominating tactics along with integrating tactics. The obliging style was generally perceived as neutral, although some participants perceived themselves to be less effective and relationally appropriate when they employed obliging tactics. The avoiding style was generally perceived as ineffective and inappropriate. Finally, compromising was perceived as a relatively neutral style, although some participants judged their partners to be more effective and relationally appropriate if they compromised. Overall, these results and others provide general support for the competence model's predictions, while also suggesting some modifications and directions for future research.

Hyun O. Lee, Randall G. Rogan, (1991) in a study "A Cross-Cultural Comparison of Organizational Conflict Management Behaviors, based on the collectivism-individualism structure, the study compared organizational conflict management behaviors between Korea (a collectivistic culture) and the U.S. (an individualistic culture). Employing a three-way factorial design (Culture type x Relational distance x Power relationship), the present study registered robust effects of culture type in determining one's organizational conflict management behaviors. Specifically, Koreans are found to be extensive users of solution-orientation strategies, while Americans prefer to use either non-confrontation or control strategies in dealing with organizational conflicts. Moreover, the data also indicated that Koreans are more sensitive in exercising power when facing conflicts with subordinates in the
organization. On the other hand, the effect of relational distance (in group vs. out group) in determining one's choice of organizational conflict management styles is found to be minimal. Implications of present findings for future intercultural communication research are also discussed.

The Relationship between Work/Non-work Role Conflict and Job-Related Outcomes: Some Unanticipated Findings a study by Donna L. Wiley (1987) investigated the relationship between multiple dimensions of work/non-work role conflict and four personal and job-related outcomes. It was predicted that the work/non-work role conflict variables would be negatively related to job and life satisfaction, job involvement, and organizational commitment. Results indicated that various aspects of role conflict are significantly related to work outcomes, but not always in the expected fashion. Specifically, conflict between job and family roles was negatively associated with satisfaction measures as predicted, but was positively related to job involvement and organizational commitment. The findings suggest that certain job-related attitudes may result in increased levels of inter role conflict. Implications for theory and practice are discussed.

Robert A. Baron, Suzanne P. Fortin, Richard L. Frei, Laurie A. Hauver, Melisa L. Shack, (1990) conducted to two studies to investigate the impact of socially-induced positive effect on organizational conflict. In Study I, male and female subjects were provoked or not provoked, and then exposed to one of several treatments designed to induce positive affect among them. Results indicated that several of these procedures (e.g., mild flattery, a small gift, self-deprecating remarks by an opponent) increased subjects' preference for resolving conflict through collaboration, but reduced their preference for resolving conflict through competition. In addition, self-deprecating remarks by an opponent (actually an accomplice) increased subjects' willingness to make concessions to this person during negotiations. In Study 2, male and female subjects were exposed to two treatments designed to induce positive affect (humorous remarks, mild flattery). These were presented before, during, or after negotiations with another person (an accomplice). Both treatments reduced subjects' preferences for resolving conflict through avoidance and increased their preferences for resolving conflict through collaboration, but only when delivered during or immediately after negotiations. Together, the results of both studies suggest that simple interventions
designed to induce positive affect among the parties to conflicts can yield several beneficial effects.

Suzy Fox, Paul E. Spector, Don Miles (2002) surveyed the relations among job stressors, perceived justice, negative emotional reactions to work, counterproductive work behavior (CWB), autonomy, and affective traits were investigated. Participants representing a wide variety of jobs across many organizations were surveyed both inside and outside a university setting. Results were consistent with a theoretical job stress framework in which organizational constraints, interpersonal conflict, and perceived injustice are job stressors, CWB is a behavioral strain response, and negative emotion mediates the stressor–strain relationship. Only very weak support was found for the moderating role of affective disposition (trait anger and trait anxiety), and no support was found for the expected moderating role of autonomy in the stressor–CWB relationship.

Henri Barki, Jon Hartwick, (2004) "Conceptualizing the Construct of Interpersonal Conflict", International Journal of Conflict Management. The lack of a clear conceptualization and operationalization of the construct of interpersonal conflict makes it difficult to compare the results of different studies and hinders the accumulation of knowledge in the conflict domain. Defining interpersonal conflict as a dynamic process that occurs between interdependent parties as they experience negative emotional reactions to perceived disagreements and interference with the attainment of their goals, the present paper presents a two-dimensional framework and a typology of interpersonal conflict that incorporates previous conceptualizations of the construct. The first dimension of the framework identifies three properties generally associated with conflict situations: disagreement, negative emotion, and interference. The framework's second dimension identifies two targets of interpersonal conflict encountered in organizational settings: task and interpersonal relationship. Based on this framework, the paper highlights several shortcomings of current conceptualizations and operationalizations of interpersonal conflict in the organizational literature, and provides suggestions for their remedy.

De Dreu and Bianca Beersma (2005) stated that Conflict theory and research has traditionally focused on conflict management strategies, in relation to individual and work-team effectiveness and productivity. Far less attention has been devoted to
“soft” outcomes including job satisfaction, organizational commitment, turnover intentions, and individual health and well-being. This state of affairs is unfortunate because it isolates conflict theory and research from broader issues in organizational psychology and organizational behaviour research. It also impedes applied work in that it remains uncertain how interventions influence not only conflict and effectiveness, but also satisfaction and well-being. This introductory article deals with these problems in detail. The articles in this Special Issue each in their own way deal with one of these issues in more depth, shedding light on how conflict theory and research can be connected to organizational psychology in general.

Carsten K.W. De Dreu, Annelies E.M. Van Vianen (2001), stated that past research has revealed that team effectiveness and satisfaction suffer when teams experience relationship conflict—conflict related to interpersonal issues, political norms and values, and personal taste. This study examined how teams should respond to these conflicts. Three types of conflict responses were studied: collaborating responses, contending responses, and avoiding responses. A field study involving a heterogeneous sample of teams performing complex, non-routine task showed that collaborating and contending responses to relationship conflict negatively relate to team functioning (i.e., voice, compliance, helping behavior) and overall team effectiveness, while avoiding responses were associated with high team functioning and effectiveness. It is suggested that collaborating and contending responses to relationship conflict distract team members from their tasks, while avoiding responses appear more functional in that they allow team members to pursue task performance.

Turk (2000) He done his study upon 1400 worker conducted at the University of North Carolina measured the fallout of workplace conflict. 53 per cent of those survey said "they lost time at work" 37 per cent said” there commitment to the employer decrease due to conflict. 12 per cent said" conflict cause them to leave the job"

Gatlin (2007) In his study he found that one in three worker were in workplace conflict each week. This study also finds that this conflict is bad for their health.

David (2004) in his research at the university of Washington business school. He found that one disagreeable worker can lead to decrease group perform.
Catherine H. Tinsley, Jeanne M. Brett (2002), propose that managers have norms (standards of appropriate behavior) for resolving conflict, that these norms are culturally based, and that they explain cultural differences in conflict management outcomes. It is confirm that the traditionally American norms of discussing parties' interests and synthesizing multiple issues were exhibited more strongly by American managers than by their Hong Kong Chinese counterparts. In addition, we confirm that the traditionally Chinese norms of concern for collective interests and concern for authority appeared more strongly among Hong Kong Chinese managers than among their American counterparts. American managers were more likely than Hong Kong Chinese managers, to resolve a greater number of issues and reach more integrative outcomes, while Hong Kong Chinese managers were more likely to involve higher management in conflict resolution. Culture had a significant effect on whether parties selected an integrative outcome rather than an outcome that involved distribution, compromise, higher management, or no resolution at all. Conflict norms explained the cultural differences that existed between reaching an integrative outcome and reaching an outcome involving distribution, compromise, or higher management; however, conflict norms did not fully explain the cultural differences that existed between reaching an integrative outcome and reaching no resolution.

Patricia A. Renwick (2004) study investigated interpersonal conflict that occurred on the job. Members of 36 superior-subordinate dyads representing 10 organizational subunits completed the Employee Conflict Inventory (ECI). An independent sample of employees (N = 169) from the same subunits completed the Profile of Organizational Characteristics which was used to measure organizational climate. Results from the ECI indicated that dyad members held similar perceptions concerning the topics and sources of superior-subordinate conflict; technical and administrative issues were the most frequent topics, and differences in perception and knowledge were the primary reasons. Although perceptions of the other party's management of conflict were similar to the respondent's description of self, they differed significantly from the other's own self description. Conflict management was related to status differences as well as to attitudes toward conflict and corresponded to response styles predicted to emerge in consultative organizational climates.

M. Afzalur Rahim, David Antonioni, Clement Psenicka (2001) through a study tested a structural equations model of the five French and Raven bases of supervisory
power (coercive, reward, legitimate, expert, and referent), styles of handling conflict with supervisor (problem solving and bargaining), and job performance. Employees (N = 1,116) completed questionnaires on power and conflict styles, and their job performance was evaluated by their respective supervisors (N = 398). The data were aggregated for the subordinates associated with a given manager (N = 398) to make sure that independent observation assumption is not violated. The LISREL 8 analysis of data indicates that legitimate power influenced referent power positively and coercive power negatively, and reward and legitimate powers positively influenced expert power, which in turn, positively influenced referent power. Referent power, in turn, positively influenced problem solving (i.e., using more integrating and less avoiding styles) and negatively influenced bargaining (i.e., using more dominating and less obliging styles) conflict-management styles, and finally, problem solving style, but not bargaining style, positively influenced job performance.

Mayer, Claude (May 2008) examined conflict between south African manager this study has been undertaken in the department of management at Rhodes university in Grahamstawn. The study aimed at collection, analysis and interpretation of conflict in the managerial context in automotives industry. In depth interview were undertaken with 45 managers, the main finding of this study is the managers with diverse background experience work related conflict, which are related to value and identity concept in selected organization.

Sorenson (1999) This study was conducted at center for entrepreneurial and family business at Texas, Tech University. This study indicate that collaboration, accommodation, compromise strategies produce relatively better outcomes for organization. High levels of collaboration contribute to positive outcome for organization & High level of compromise & accommodation contribute to positive inter-personal relationship.

Poitras and Tareau (2008) conducted their study related to dispute resolution pattern and organizational dispute states. This study tell us that dispute resolution pattern have a non-negligible on organizational conflict state. To increase Harmony interest based dispute resolution pattern should be followed.

Avoko and Pekerti (2008) conducted their study on Relationship between conflict type task, relationship, process, conflict features, and communication process.
This study find that conflict features intensity & duration, fully mediated the link between conflict types and trust while communication openness moderated the relationship b/w conflict features & trust.

John D. Aram, Paul F. Salipante, Jr. (1981) discuss a need for organizational procedures to resolve employee/employer conflict has been stimulated by expanding definitions of employee rights, greater statutory protection of employees, and the opportunity for corporate adaptation in areas of employee dissatisfaction. The utility of internal organizational systems of conflict resolution, or "due process," rests on the formulation of specific objectives and values, a high degree of decision-maker independence, balanced formality of procedures, and matching types of conflict with means of resolution.

Pekka Aula & Kalle Siira (2010) The purpose of the present article is to examine the prevailing model of systematic organizational conflict management from an organizational communicative perspective and to suggest directions for improvement. Particularly the model of conflict management system (CMS) is examined at the macro-level from the novel theoretical perspective of social complexity augmented with an interpretive view of organizational communication. Specifically two models – the dual function of communication and the arena model – are utilized to illustrate weaknesses and points of development in traditional CMS thinking. CMS was found to represent a rather limited vision of contemporary conflict management. It is rooted in a mechanistic view of organizational communication, which, we assert, is problematic from the organizational conflict management perspective, both theoretically and practically. The differences between CMS and social complexity approaches are identified, and a fresh framework for strategic conflict management is introduced.

Zeynep Aycan, Rabindra N. Kanungo, Jai B. P. Sinha (1999) presented a Model of Culture Fit postulates that the socio-cultural environment affects the internal work culture, which in turn influences human resource management practices. This model was tested by two independent cross-cultural studies comparing Indian and Canadian managers and employees. In assessing socio-cultural environment and internal work culture, the “participant” technique was used in Study 1 (the respondents indicated their own beliefs and assumptions), and the “observant” technique was used in Study 2 (the
respondents indicated beliefs and assumptions of the majority of individuals in society). In both studies, India scored higher than Canada on paternalism, power distance, uncertainty avoidance, loyalty toward community, reactivity, and futuristic orientation. Indian employees reported having less enriched jobs than did Canadian employees. Mediated multiple regression analyses supported the Model of Culture Fit. Results suggest that the paternalism, self-reliance, and employee participation constructs merit further exploration, as does participant methodology.

An Empirical Investigation of Collaborative Conflict Management Style in Group Support System-Based Global Virtual Teams by Souren Paul, Imad M. Samarah, Priya Seetharaman, Peter P. Mykytyn Jr. (2004) Virtual teams cut across national, organizational, and functional boundaries, often resulting in diversity in team composition. This paper presents the results of a laboratory study involving groupware-supported, culturally homogeneous, and heterogeneous virtual teams where collaborative conflict management style, a team's cultural orientation as measured by the degree of individualism-collectivism, and group diversity affect several group performance variables. Collaborative conflict management style was positively related to performance, group diversity was found to have a moderating influence between collaborative style and group performance, and collaborative style was influenced by the individualistic-collectivistic orientations. Consistent with prior research, we found that collectivistic orientations help enhance the level of collaborative conflict management style prevailing in teams. Our research also indicates that the process to motivate team members may differ depending on their orientation.

Bryan S. Schaffer, Christine M. Riordan (2003) Cross-cultural studies that use self-report instruments can present researchers with a variety of challenges. This article reviews the organizational research literature between the years of 1995 and 2001 to identify common practices prevalent in this type of research. Key methodological issues are examined within the context of a three-stage framework: (a) the development of the research question, (b) the alignment of the research contexts, and (c) the validation of the research instruments. This examination serves as a basis for the identification of best-practice recommendations for cross-cultural researchers.

Paul S. Hempel, Zhi-Xue Zhang, Dean Tjosvold (2009) Trusting relationships are increasingly considered vital for making teams productive. We propose that
cooperative management of conflict can help team members to be convinced that their teammates are trustworthy. Results from 102 organizations in China support the theorizing that how teams to manage conflict with each other affects within-team conflict management. Specifically, cooperative conflict between teams’ helps teams to manage their internal conflicts cooperatively that strengthens trust that in turn facilitates team performance. Results provide support for managing conflict cooperatively as a foundation for trusting, productive relationships in China as well as in the West.

O M Hotepo, Asokere, Abdul-Azeez, Ajemunigbohun, 2010 in a study investigated the effect of organizational conflict on organizational performance. This was carried out by investigating the causes, types, reason and strategies for managing conflicts in some selected service organizations in Nigeria, with a view of coming out with ways of improving their performance and productivity. The study employs descriptive research design and uses questionnaire to collect data from 96 managers in some selected Airlines, Road Transport and Insurance companies in Lagos Metropolis. The research revealed that limited resources is the major cause of conflict and that conflicts have both negative and positive effects on organization, but when managed properly, the positive effects can be used to encourage organizational innovativeness and build cooperation among the employees. This research studied the effect of conflict management on organizational performance by using managers of hotels, airlines, road transport and insurance companies in Lagos. It investigates the personal characteristics of the respondents, their views about conflict in the service industry, categories of staff they have experienced conflicts with, types of conflicts experienced, reasons for conflicts, sources of organizational conflicts, factors that have caused conflicts in service industry, as well as strategies for managing organizational conflicts to improve organizational performance and productivity. The significance of this study lies in the fact that its finding will enable managers in service industry have in depth knowledge of causes of conflict and how to manage conflict in service industry not only in Nigeria but across the world. The study aims at generating data that will enhance the understanding of conflict and how it is been managed in Nigerian service industry.
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