Effect of Conflicts in Organizations and its Resolution in Pakistan

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Abstract: The purpose of this paper is to understand the conflicts of the conflict and the value of conflicts in the development of the organization. Devastating effects caused by various conflicts, worldwide research paper identifies the conflict resolution process in your organization's environment. The paper also presents an effective strategy to resolve conflicts related to the key concepts. This paper analyzes the conflict in the workplace solutions. This article explains that today's business manager may not be trained enough to overcome the conflicts or resolve the conflicts in efficient way. This also indicates the degree of concern in the workplace conflict. The paper concludes that future research in the area of conflict resolution and properly trained manager to handle the conflict.

Key words: Conflicts • Resolution in Pakistan

INTRODUCTION

Conflict is part of life. The main different between healthy and unhealthy environment is the way of solving the conflicts. The healthy organizations solve the conflicts by an efficient and meaningful way. This attitude is same for all profits and non profits organizations. It is better to compromising and working together to overcome the conflicts [1].

Satisfactory level in organizational is definitely related to actual job performance and productivity, job loyalty and job satisfaction.

Over the past decade it has been increasingly recognized that humanitarian assistance can sometimes feed conflict so as to eliminate it and that development assistance can sometimes make the tension worse. This has led to the development of those techniques which can lead us to recognizing the relation between training and conflicts.

In different background conflict is consider as an unclear concept. It has diverse importance in various groups. It has often been seen as a negative, synonymous with violence. Resource group has implemented a broader and more positive path to understand the conflict: as a multidimensional phenomenon of nature, usually indicates changes within the community. In this sense, the issue of prevention, focusing mainly on motivating employees and focus on the perspective of governance and the workers and businesses, allowing differences in peaceful and constructive management.

Conflict occurs when two or more parties are not standards-compliant parking interests and expressions of hostility or affect the ability of other parties to take action to meet their interests. When violence becomes, the party does not seek to achieve their goals in a peaceful manner, but instead of resorting to violence in one way or another.
The human psychological factors like fear and reluctance about the change should be kept in mind. It is physiologically proved that people response to conflict in two ways.

- They do not want to face the conflict, they run away from it.
- They are prepared to face the conflicts that arise in their way.

The best people are those who work for managing the conflicts and they try to eradicate the problems at hand so that it does not become worse.

**Objective of Studies:** Purpose of the studies is: To recognize the variables which cause conflicts in organization and who we can resolve these conflicts

**Literature Review:** Conflict is the part of life. For a successful organization, conflict should be solving in effective and meaningful way. Without solving it effectively employees cannot perform their work efficiently.

In literature review background work is discussed. In this literature review all the studies are made on books and academic publication. The main purpose of literature review is to collect source information and show familiarities with earlier work. Limited information, less coordination and job events are the main causes of conflicts. These Conflicts can be minimized by improving the conflict management conflicts through education and guidance of supervisor [2].

Ethical conflicts faced by doctors today are not fundamentally different from those which was faced by them long time before or faced by other professionals. Recognize a particular type of conflict, the interests of the party, prejudice or obligation to change as an important element should include and how it should try your resolution. Conflict rise when expectations collision with competing interests or obligations, either for themselves or for others [3].

Under normal conditions, the conflict of interest occurs when an individual or organization to perform their jobs, the ability of others seems dangerous interference from outside interests. According to researcher, there are three main factors to avoid conflicts of interest to determine the objectives and tasks, structure and accountability, dialogue [4].

Set of conditions which show interests for professional judgment. He studied a series of good practice which focus on control and acknowledgement, converging and clearness, responsibility and confession, clarity and self-determining check. Self-regulating check plays a positive role in widen the social objects, other than conflicts of interest [5].

The nature of the environmental and socio-economic which are important to fisheries, including the tension between fisheries and stakeholders rise due to water resources, stress between fishermen and law enforcement agencies, the conflict between the stakeholders and the conflict between industry, professional fishing boats, fishermen's organizations and their representative organizations. A new management system should be introduced which contain all the necessary elements to eliminate the conflicts [6].

It is clarified that the various conflicts, which can be useful and productive, good and bad. Conflicts increase the responsibility of the staff and let them creativity. The long lasting conflicts in the organization are known as ugly conflicts, mostly reasons behind ugly conflicts are, the little interest shown by staff, they spend more time in their own protection. This will reduce the production. To reduce the ugly conflicts workers and administration should cooperate with each other [7].

Conflicts have number of ways for resolving the conflicts and with the help of these ways conflict can be easily resolved. There are five type ways to face the conflicts; every way is design for specific situation. These ways are:

- Competition
- Cooperation
- Compromise
- Tolerance
- Avoid

The causes of conflict are the differences between people and the foal and the need to control. If an effective solution to the conflict is created, team members can create a stronger mutual respect [8].

Burleson study no of factors and found 21 common mistakes, we made during dealing with clashes. To become a best negotiator we should understand our responsibilities. Conflicts are one that destroy or improve our lives [9].

Conflict is inevitable aspects of life. Conflict development and changes in the work environment is seen as an opportunity to address a potential implementation is a positive result. Clashes are the one of important thing in our lives. By making efforts we can
resolve these clashes in positive way. If we do not do that, then we should have information about “stuff happens”. There is choice to learn our own work or change in any aspect of life. We should know that, how I grow [10].

Studied the method of resolving the conflicts in some positive way, also discussed the negative conflicts and skills and ideas for handling. Ethics and feelings, community issue all add up to create the mistakes, if individual team comes together with different authorities. For inspiring people to study problem collaborative conflicts should be solved effectively [11].

Team managers should learn how to effectively manage conflict. The White Paper team to decide how to resolve the conflicts recognizes the symptoms of conflict, your ability to build teams, overcomes the healthy and non-healthy conflict [12].

Everyone had trouble and experienced setbacks while interacting with difficult people. It is in our control to overcome the disturbance while taking to customers. With the help of the skills and strategies of the various difficulties and annoying people, we can eliminate problems from our life [13].

Aggressive people are one of those people who are very difficult to deal with. There is one main reason behind this statement; we cannot convince them about their state of anger and hostile. It is very difficult to deal with unreceptive and destructive behavior [14].

The senior management of the organization acts as a mediator parties to the conflict to recover self-development, harmony and peace. The mediation of the organization is used for relationship conflicts, opposition in employment and the reformation process. The environment, disagreement between conflicts parties and the resolving value is supported by it [15].

Moderate conflict, can improve the satisfaction and reduce the rise of the conflict. In order to produce a best level of satisfaction, goal-setting process is stimulated by the use of conflicts, these conflicts should solved through combination of style, the relationship between the dimensions of the neutral attitude of rational emotional conflict and task relationship dimension of conflict [16].

Assuming that the target set is a key management processes, clear objectives will stimulate an appropriate course of action, which leads to the desired results. Can imagine the value of goal setting as a cognitive representation, decision-making may be regarded as a cognitive value transformation [17].

Elimination of conflict is impossible, management use it for constructive purpose, but if issues of justice do not deal with effectively it may become destructive. Despite of the output of the conflicts, it has emotional costs. Win or lose, the effect of these emotions can remain after the solution of the conflicts officially [18].

Leaders and their staff often manage conflicts in three ways. These methods are fighting, flying and intervention. The purpose of fighting is to determine a winner and a loser. Which often require employees to call an organization's formal grievance procedures, investigation of dispute take place with high cost of involved. Flight is the second method of dispute management. This occurs; by avoid a problem or running away from the problem. It is seen that facing a dispute is more effective as compare to avoiding it. Intervention is one of the most effective methods for the management of conflict [19].

You really cannot deal with someone who is difficult until you do not lean to understand him. You should create such a personality type that seems to fit your processing. From here you can better deal with this situation. Keep in mind that there is no difficulty, the only different ones [20].

There is conflict between for profit and not for profit organizations. Differences and conflicts may improve the decision-making process. The results showed that senior management with high quality, high conflict, not-for-profit organizations, for-profit managerial purpose of the organization, because of the low quality of the not-for-profit executives must make a decision to meet needs of different groups, not only to maximize the financial performance of decision-making [21].

**Research Gap:** Conflicts are one of the major problems in our daily life. There are no. of researcher how performed work on its resolution, but there is very little work regarding this topic in our country Pakistan especially in Sahiwal. This is a quantitative research. The data for the research is collected from division Sahiwal.

**Advantages of Study:** This study will tell; how conflicts affect our organization and who we can resolve it effectively. We can also recognize the variables that cause conflicts in the organization. We know conflicts are very important part of our life, but manage the conflict effectively is very important. In this study there are different method to resolve the conflicts effectively by learning them we can overcome the number of problems.
Theoretical Framework: Here are two types of variable independent and dependent. The dependent variable is one that depends upon the independent variable:

- Dependent variable
- Resolving the conflicts
- Independent Variable
- Employee Perspective
- Motivation
- Environment of Business

Hypothesis:

H1: Increase the motivation will decrease the conflicts
H2: Conflicts can be taken down by taking care of employee perception
H3: Conflict will minimized by improving the environment of business.

Data Collection Method: The research is composed of primary data collection; mean information that is collected on the variable of interest is for the specific purpose of study.

As we know this research is quantitative so, we composed a questionnaire to gathered data. The questionnaire contained question about the demographic information of the respondents and variable of interest. Total 150 questionnaires are made to check the reliability, we use Cronbatch Alpha test. This test is very effective to check the reliability of data.

We collect data from the people of different private and government Education sector by giving questionnaire to them and my interested area is Division Sahiwal. It is easily assessable to me.

Data Analysis Method: As it is already discussed that sample of 150 employees is taken from different government and private sectors. All the respondents are from officer grade. Questionnaire clearly differentiate the dependent and in dependent variables. In order to analysis the statistical test we used statistical package for social science version 16.0 (spss16.0).

We used both type of statistics descriptive and inferential to analysis the data. In descriptive statistics we measure mean and sum. As there are three independent and one dependent variable so we use multiple regression model to understand the relationship between them. Correlation is also used in data analysis.

Descriptive Analysis

Gender: Out of 150 respondents there are 70 males who is contributing 46.7 percent to sample size and 80 females who contribute to 53.3 percent to the sample size

Experience: Experience is divided into three major categories. Which are below 5years, 5-10 years, above 10, there are 40 respondents’ lies in first category, 60 respondents’ lies in second category and 50 respondents’ lies in third category.

Organizations: We collect data from 9 different types of education sectors. There are 10 respondents from Punjab College, 50 respondents from division public school, 30 respondents from Educator College, 20 respondents from COMSATS Sahiwal, 20 respondents from BZU Sahiwal and 10 respondents from Allied public school. Descriptive statistics:

The mean value of motivation is 3.333 which is reasonable its mean motivation as some influence on conflicts resolution. Employee perspective has mean value of 3.511 which means it also influence the resolution of conflicts. The environment of business the mean value of 3.5733 means it influence much more on resolution of conflicts. The mean value of resolution of conflicts is 3.533 which means it conflicts can be rise or solve by the independent variables.

Hypothesis Testing: Motivation has significant value of 802. Which mean it has relation with job satisfaction? So when the motivation increase resolution of conflicts automatically increased.

Employee perspective has the significant value of 819 its mean it also has direct relationship with the resolution of conflicts

Business environment also has the significant value of 911 mean it also has direct relationship with the resolution of conflicts

It means our all hypothesis are significant. All the independent variables help in resolving the conflicts positively.
Descriptive Statistics

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<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
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<tbody>
<tr>
<td>Motivation</td>
<td>150</td>
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<td>.76996</td>
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<tr>
<td>Employee perspective</td>
<td>150</td>
<td>3.5111</td>
<td>.80885</td>
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<tr>
<td>Business environment</td>
<td>150</td>
<td>3.5733</td>
<td>.78874</td>
</tr>
<tr>
<td>Resolving conflicts</td>
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<td>3.5333</td>
<td>.77431</td>
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Correlations

<table>
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<th>Business environment</th>
<th>Resolution of conflicts</th>
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<tbody>
<tr>
<td>Pearson Correlation</td>
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<td>.802**</td>
<td>.733**</td>
<td>.747**</td>
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<tr>
<td>Sig. (2-tailed)</td>
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<td>.000</td>
<td>.000</td>
<td>.000</td>
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<tr>
<td>N</td>
<td>150</td>
<td>150</td>
<td>150</td>
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</table>

**. Correlation is significant at the 0.01 level (2-tailed).

Model Summary: The value of adjusted \( R^2 \) is .845 which is near to 1. The independent variables have the effect of 84.5% on dependent variable.

ANOVA: ANOVA is used to check the statistically significant of our model. Here the value of \( F \) is 271.943 having 0.00 significance. Which mean our model is highly statistically significant.

Co-Efficient: It has the sig value for business environment is .000 which means our H3 hypothesis is accepted. The sig value of motivation is .043 which means our h1 hypothesis is also accepted and the third variable is employee perception with sig value. 045 which also helps us that our h2 hypothesis is also accepted Conclusion:

From this study we come to know about the effects of conflicts and there resolution in the organization there are no of factors that cause conflicts in the organization and destroying the organization stability and its culture. This study is also beneficial to find out the best variables that can help to resolution of conflicts. The correlation matrix clearly indicates that by improving business environment, increasing motivation and taking care of employee perception we can able to minimize the conflicts.

Limitation: Due to limited time, the sample size of this research is very small, only 150 employees are involved in data collection and the area covered is not enough to explain the topic. As we perform this study in division Sahiwal so all the result of this study is only for division Sahiwal.

ANOVA

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<tr>
<th>Model</th>
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<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
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<td>.093</td>
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<td></td>
<td>Total</td>
<td>89.333</td>
<td>149</td>
<td></td>
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</table>

a. Predictors: (Constant), Business Environment, Motivation, Employee Perspective
b. Dependent variable: Resolving conflicts

Co-efficients

<table>
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<th>Model</th>
<th>Un-standardized Coefficients</th>
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REFERENCES