

Organization Conflict and Industrial Harmony: A Synthesis of Literature

Associate Professor Munirat Olafemi Yusuf Habeeb (Ph.D)
Department of Business Administration, University of Abuja, Abuja, Nigeria

Aina Olalekan Kazeem (M.sc.)
Department of Business Administration, University of Abuja, Abuja, Nigeria

Abstract

Conflict is a form of disagreement between individuals, groups or institutions. Conflict management refers to the long term management of intractable conflict. The objective of this study is to synthesis the relationship between conflict management and industrial harmony. This literature review offers a synthesis of the past and contemporary studies about conflict and types of conflict. Factors that influence the existence of such disagreements and change them into dysfunctional or functional conflicts were explored. Conflict school of thought includes; the human relations school of thought, the traditional school of thought, and international school of thought. Conflict is a cognizance issue, Conflict processes includes; Cognition and personification, potential opposition, intentions, behaviour and outcomes. The study uses qualitative and descriptive design to deduce its conclusion. The review also identifies conflict sources, management and relationship between factors that trigger, promote or diminish organizational conflict. The study conclude that an understanding about the different types of conflict and the influence of its components on group productivity can allow the management and team leaders to decide how to pursue with conflict handling. It can also help them in making decision about mitigating the occurrence of negative conflict in future, while maximizing on the constructive potential of conflict and also that if conflict is well managed it can bring about industrial harmony and productivity.

Keywords: Organizational Conflicts, management, procedural, Resolution, Negotiation, Industrial Harmony.

Introduction

Conflict in the workplace has been a profound area of interest for management as well as research scholars (Litterer, 1996; Pondy, 1992). Researchers have also extensively studied the various modes through which conflict is resolved in the workplace (Gross & Guerrero, 2000). There is a wide array of researches illustrating how conflict affects workplace productivity at an individual, group and organizational level (Jehn & Bendersky, 2003; Jehn & Mannix, 2001; Alper, Tjosvold & Law, 2000; Rahim, 2002). This paper intends to draw the key themes from the extant literature on nature of conflict and its key dimensions, thus, formulating a cohesive framework for understanding the theoretical underpinnings of organizational conflict and industrial harmony. In addition, factors that contribute to conflict escalation or mitigation and how it can lead to industrial harmony will also be discussed

Literature Review

Concept of Conflict

It is difficult to put forward a definition of conflict that is commonly accepted by all scholars. Conflict has been perceived differently by different scholars, indicating that the single phenomena of conflict can be given different subjective interpretations. Some perceive it as a reflection of interpersonal hostility, while others regard it as an interpersonal disagreement stemming out of different choices or preferences (Barki & Hartwick, 2001).

Earlier researchers focused on developing a generic definition that encompasses the entire phenomenon and its processes, such as antecedent conditions, emotions, perceptions, behavior (Pondy, 1969). Corwin (1969) conceptualized conflict as some form of interpersonal or intergroup strain, or as actions (e.g., disputes and information distortions) which violates the norms of cooperation within the organization. A similar point has been presented by Thomas (1992), who identified conflict as the “process which begins when one party perceives that another has frustrated, or is about to frustrate, some concern of his” (p. 265). These definitions have a common theme revolving around identification of elements that trigger and propagate conflict

Conflict is not necessarily related to the differences in the perception of ends. It can also occur when people share the same perception of goals with disagreement related to means. The theoretical underpinning pertaining to conflict and its origin have received a great deal of attention from the ends perspective. Jehn (1997) has postulated that this may not be the case in every situation as conflict is likely to arise out of the disagreement related to means of managing work. The classification of conflict based on means versus ends is one of the commonly used approaches to encapsulate the phenomenon; however, other antecedents of conflict also need to be taken into consideration.

Putnam and Poole (1987) argued that the description of conflict essentially needs to be viewed from the perspective of interpersonal interaction. The individuals or groups are incompatible however the work

requirements propel them to coordinate with each other, thus illustrating the presence of interdependence. Nevertheless, the incompatibility due to personal, emotional or social reasons results in frequent recurrence of conflict. Recent researchers have also explored this notion, identifying the presence conflict a result of personal and environmental influences on the group members (Almost, Doran, McGillis & Spence, 2010).

Based on this background, a working definition of conflict can be derived as “a cohesive framework of behaviour and perception of organizational members, which is triggered (or maintained) by the feelings of being deprived with an awareness of incompatibility with others”.

2.2 Nature of conflict: Healthy or Unhealthy for Organizations

Classical Organizational theory perceived conflict as undesirable and something that should be eliminated. As pointed out by Litterer (1966) the probability of conflict occurring in the organization could be mitigated through adequate job definition, detailed specification of relationships among positions, careful selection of people to fill positions, and thorough training of people once they had been assigned. Later researchers have viewed conflict as a pre-requisite of growing organization, linking differences of opinion a necessity for innovation and creativity (Chen, 2006; Jehn & Bendersky, 2003).

Researchers have cited other functional aspects of conflict in the organization, suggesting that occurrence of conflict helps the management in identification of inadequate functioning of the processes or people (Jehn, 1997). So to summarize it can be stated that conflict at the workplace serves as an indicator, identifying the malfunctioning systems within an organization, helping us in their identification and alerting us to strategically take the necessary steps to manage it effectively. Conflict has the capacity to change important aspects of the organization, such as reward or resource allocation and administrative allocation. It's not only the existence of conflict that can lead to such alterations. It depends on the magnitude of the conflict that what type of changes will occur as a result of it and which areas will be influenced by it (Harolds & Wood, 2006). The point of this discussion is not to create a list of its advantages, but to emphasize that conflict is not always dysfunctional and it can be of importance at times. Nevertheless, the discussion also draws attention towards the prospect that assuming conflict as a functional part of people and processes portrays a partial aspect of this phenomenon.

Conflict under certain conditions is deemed as useful and acceptable within the organizations. However, the group norms also determine if the conflict is viewed as desirable or something unfavourable that needs to be eradicated. De Dreu (2008) has offered further speculation for the nature of conflict as being functional or damaging for the organization. It has been argued that conflict can support organization in moving towards growth, though, such generalizations portray it as an innately beneficial factor for the organization. It has been further stated that the dysfunctional aspects of conflict tends to have a more profound effect on the groups and teams at the workplace as compared to functional aspect. Based on this conclusion, De Dreu (2008) has again raised doubts about the assumptions researchers and organizational management had about the positive impact of workplace conflict.

2.3 Dimensions of Conflict

A commonly used model to understand conflict types focuses on interpersonal, intergroup and intergroup conflict within the workplace (Jehn & Bendersky, 2003; Nelson, 1989). Other models of conflict have adopted a different perspective to this phenomenon. Instead of limiting their perspective to the direction of conflict within or outside the group, researchers have delved into more generic models of conflict (Guetzkow & Gyr, 1954; Rahim, 2002). A resultant output is the classification of affective and substantive conflict, also referred to as relationship and task conflict (Simons and Peterson, 2000, Pinkley, 1990). These forms of conflict are found to be applicable on both within group and between groups setting in the organization. According to Passos and Caetano (2005), affective conflict arises when an incongruity occurs in the emotional experience of two or more employees. On the other hand substantive conflict is related to the organizational processes, where employees may experience disagreement in terms of the ways in which specific organizational tasks can be performed.

Task conflict can be manifested in scenarios when team members get different directions from different department. The employees may have to face instructions from their supervisor and other departmental heads which may be incompatible. In some cases, team members hold different opinions about the means of performing the allocated tasks. It becomes difficult to identify that which viewpoint is the most suitable one under the circumstances as the task conflict may escalate into affective one due to inclusion of negative emotions. Jehn, Northcraft and Neale (1999) have identified the interconnectedness of different dimensions of conflict.

From a constructive perspective, task conflict enhances creativity, members get alternate ideas for the task at hand, it stimulates discussion and constructive feedback from the group members is likely to flow in, so as a result the group performs better. It has also been observed that availability of varied perspectives helps the workplace teams to offer better productivity as the knowledge of different employees is assimilated to perform the allocated tasks (Wlodarczyk 2010). Jehn (1995) asserted that moderate level of substantive conflict can have beneficial implications for the work teams as the team members are encouraged to speculate the different ideas, engage in

cognitive analysis of the available options and work towards reaching a mutually agreed conclusion. Jehn (1995) has further supported this notion by arguing that absence of substantive conflict may deprive the team members of the needed cognitive stimulation, thus limiting their level of productivity. However, it should also be considered that a high level of task conflict can create barriers in the effective functioning of the team. To recapitulate, even if task related conflict has advantages, it can shift from one dimension to the other, bringing in the negative influences with that transformation.

As noted earlier, task conflict can turn into relationship conflict if the responses generated by the differences of opinion shift towards negative emotionality. The feedback a group member provides to another may be received with hostility, thus depicting feelings of dislike among the recipient. Moreover, perception of the feedback as a manifestation of personal dislike can further amplify the loss of group functioning. Relationship conflict is associated with different negative outcomes such as loss of productivity, breakdown of group unity, poor performance of employees etc (Simons & Peterson, 2000). When a conflict is triggered by negative emotionality of the group members, the work teams are likely to progressively degenerate as the focus on employees shifts from task completion towards unrelated issues. In case of relationship or affective conflict members often emphasize the need to address personal attacks directed at them and respond to threats from other group members. Furthermore, relationship conflict may provide the team members a rationale for focusing on enhancing their personal power and dominating the decision making process.

Affective or Relationship conflict is an intricate phenomenon as various factors can trigger or inhibit its presence in a work team. Bezrukova, Jehn, Zanutto and Thatcher (2009) have identified workgroup 'faultlines' as a key feature which promotes conflict among the group. Since members associate themselves with the subgroups within a larger work team, this association can result in issues such as prejudice towards some members of the group. As a consequence, the employees experience affective conflict within the team. In addition to this, faultlines can also stir negative feelings of one work team towards another, leading to intergroup conflict. A few of the likely outcomes of relationship conflict is decreasing level of trust, increased sense of resentment and heightened degree of frustration.

A third dimension of conflict is also evident in the literature, is procedural or process conflict, which entails the differences of opinion pertaining to the distribution of work responsibilities. Within the context of procedural conflict, the group members may debate over which task should be performed by whom, putting forward different perspectives (Jehn, 1997). It has been further argued that intricate nature of workplace procedures and presence of bureaucratic organizational structure may enhance the chances of such procedural conflict (Jehn & Bendersky, 2003). Even though allocation of work responsibilities can give rise to conflict among work teams, the management continues to use the tools of job rotation and job enrichment to increase the level of motivation of the employees. This indicates that procedural conflict doesn't carry as damaging consequences as affective conflict. Nevertheless, arguments over job responsibilities can extend beyond simple procedural discussion, moving towards personal based argument, thus triggering affective conflict. On the contrary, procedural conflict can help the group members in identifying the person job fit within the group, taking the various perspectives into consideration.

There is a possibility that one dimension of conflict is damaging while the other one purport generation of different ideas, thus facilitating analytic thinking among employees. Due to this implication, management continues to view conflict in a positive as well as a negative framework. An interesting thing to note here is that differences of opinion are encouraged, yet a substantial amount of emphasis is placed on conflict resolution as well (Rahim, 2002). The dual response to organizational conflict can be attributed to the multi-dimensional nature of conflict in the workplace. Since affective and substantive conflict have different impact on the work groups, the managerial perception and response towards these conflict types also varies.

A great deal of research in the domain of organizational conflict has been centered on the personal factors and their contribution in creating, maintaining and enhancing conflict within an organization. Task conflict on the other hand has not received the same level of attention from the scholars. Task conflict primarily is viewed as a disagreement related to the end result of the organizational processes (Tidd, McIntyre & Friedman, 2004; Vodosek, 2007).

2.4 Components of Intragroup conflict

Jehn (1997) has made an important contribution by identifying the presence of four components of intragroup conflict: negative emotionality, importance, acceptability and resolution potential. These components are not only related to the context of intragroup conflict, but can also be applied on interpersonal and intergroup conflict within the workplace.

Negative Emotionality:

Researchers have realized that felt and expressed emotions by group members can play an integral role in the occurrence, continuation and resolution of conflict (Jehn, 1997). When group members are dominated by negative emotions, their cognition and behaviour reflects the same negativity. Thomas (1992) has observed that negative

emotions can hamper rational thinking process of the individuals in the work team, thus illustrating the damaging consequences of negative emotions on decision making skills. Nair (2008) has further supported these findings by indicating that emotional experiences of group members during conflict determines the relative ease with which the conflict can be addressed. The path to conflict resolution can become difficult if the employees experience a high level of negative emotions. The reasons why affective or relationship conflict hampers productivity of the employees is that the workers focus on brooding over the arguments instead of investing their time in managing their work responsibilities. Moreover, focusing on emotional component of interacting with others results in decreased use of intellectual framework for dealing with the situation. As discussed above, if people interpret a group member's feedback as a personal attack, and if that interpretation is compounded with negative emotionality, the resultant conflict can be a damaging one.

Emotional component is also present in task and process conflict, however, its negative effect is minimal as individuals are more focused on accomplishing their tasks. Nonetheless, disagreement about performing a task in a specific manner can pave the path for negative emotionality which in turn shifts the conflict towards relationship based disagreement (Yang & Mossholder, 2004; Jordan, Lawrence & Troth, 2006). For example, a team leader experiences hostile feeling when his idea is not accepted by team members and an alternative decision is proposed. This hostility if subdued can have no profound impact on group productivity. On the contrary, if this anger turns into resentment towards team members, the leader can experience and express negative emotions towards the team mates, regardless of their contribution in the team. The intention of negative emotional expression will be to gain a feeling of control within the group, which is a manifestation of underlying relationship conflict.

Importance

Another dimension of conflict is importance which is regarded as the scope or size of a conflict. The importance of the conflict is not only determined by the number of people involved in the issue but is also influenced by the position of those individuals as well as the possible outcomes of the conflict for the organization. Task, relationship or process conflict which is ranked low on the dimension of importance suggests that the outcome doesn't have severe impact for the work teams and organizations. On the other hand, if a conflict is placed at a higher level of importance, such a decision arises out of the span of influence the conflict can have for employees and the organization as a whole. Minor issues are not provided with a lot of attention, while the conflicts which are given higher degree of importance due to high level of risk of organizational failure they carry are dealt with due diligence (Jehn, 1997).

Acceptability

The acceptability as a component of conflict refers to the norms held by the members of a work team or employees of an organization, which create a distinction between acceptable and unacceptable behaviours for the personnel. In case if a group encourages its members to discuss about their grievances, seeking solution for the negative feelings of different group members, the team mates are likely to engage in these behaviours. In addition to this, supporting the members in offering their opinion to promote discussion in the group can also be an example of group norm which can facilitate task or process conflict (Rahim, 2002).

Acceptability of task conflict can give rise to an organization culture that allows the employees to engage in active discussion about the different means of handling their work responsibilities (Tjosvold, 2008). Furthermore, organizational norms which suggested that conflict was something to be discouraged, inadvertently, pushed the personnel to look over at their task conflict as something unfavourable. As a result employees tried to avoid open discussion about different opinions and refrained from behaving in conflicting ways. Therefore it shows that the group norms determine the pattern in which the conflict is expressed, the type of conflict that emerges and the process through which it is resolved.

Resolution Potential

The possibility of the disagreement to be resolved successfully is another component of the conflict. It is not only dependent on the magnitude and severity of the conflict but is also affected by the way group members or individual perceive the situation. Conflict resolution techniques can differ from one group to another. Moreover, the individual characteristics and attributes also give rise to variation in the conflict management approach. Floyd and Lane (2000) indicated that employees in an organization can provide different solutions for a specific conflict. There are certain types of the conflicts which are deemed as having a high potential of successful resolution. For instance process conflicts can be addressed with relative ease (Jehn, 1997), while relationship or affective conflict is more intricate in nature making it difficult to completely mitigate its presence (Ren & Gray, 2009). Conflicts of greater importance such as disagreement about business selection of a suitable business level strategy among top authority is perceived as having low resolution potential.

Conflicts of low importance and emotionality were often perceived as more readily resolvable than high-emotion, high importance conflicts, regardless of conflict type. Jehn (1997) has identified few of the key elements which determine the resolution potential of a disagreement. The personality characteristics of the people involved in the conflict, the dynamics of the group and the presence of other components of the conflict including importance, emotionality and acceptability affect the potential for conflict resolution. relationship conflict as its

presence and acceptability is an indication of troublesome interaction between group members. Consequently, groups where members are allowed to express high level of relationship conflict, the work productivity dwindles.

Based on this notion it can be inferred that optimum performing groups will have moderate level of task conflict with least influence of affective disagreement (De Dreu, & Weingart, 2003; Jehn & Mannix, 2001; Pelled, Eisenhardt & Xin, 1999). Furthermore groups that can provide optimal performance are also characterized by the norms that support the presence of task conflict, while discourage the use of negative emotions to deal with the group members. Literature review shows that researchers have positioned conflict as something constructive (Jehn, 1997; Jehn & Mannix, 2001; Schulz-Hardt, Jochims & Frey, 2002), the harmful impact of unconstructive conflict can't be overlooked either. Issues such as high level of negative emotions can diminish the worker's level of productivity, leading the group towards breakdown and poor performance. A model has been developed on the basis of the literature review, depicting the types and components of organizational conflict.

The Concept of Industrial Harmony

Industrial relations is the process and institution through which employment is managed, such as trade union and employers associations (Kuper and Kuper 1996). Fox, A. (2003) defines industrial relations as "the process of interest accommodation by which conditions of work are fixed; relations are regulated and power is shared in the field of labour". Yesufu (1985), on his part sees industrial relations as "the whole web of human interactions at work which is predicated upon and arises out of the employment contract". Both definitions recognized that industrial relations is concerned with the systems, rules and procedures used by union and employers to determine the reward for effort and other conditions of employment, to protect the interest of the employed and their employers and to regulate the ways in which employers treat their employees. Hyman, R. (1999) emphasized that the term industrial relations is relevant in and applies to the context within which modern society organizes its various economic and production services.

Industrial relations deals with the problem of employment, conditions of work, pay, security of employment and other issues such as labour grievances, trade disputes and their resolution within the frame work of rules and regulations, mutually to by employer and its employees. In the words of Marshall (1996), Industrial relations, (also known as labour relations) are the interdisciplinary and somewhat diffuse study of the institutions and rule-fixing processes of the labour. Its core subject-matter has always been collective bargaining between trade unions or analogous organizations on the other hand. The term "employee relation" found increasingly in management writing, was once a synonym for industrial relations.

The unpleasant side of industrial relation and on which the public often associate industrial union is strike. The strike shows a breakdown of cordial relationship between the employee represented by the labour union and employer or management. Strike are the most overt and significant aspect of industrial conflict. But they are unfortunately only a part of the phenomenon of conflict. Most strikes involved attempts by either the union or management to change the bargaining power of the other party. When a strike is adequately used for the demand of the employees, it can force employers to concede to the demands of the employees. It can impose exorbitant costs and thereby induce them to reach agreement. A strike may be used to effect a change in the structure of bargaining and to win substantive demand by workers.

Collective bargaining can therefore be described as the industrial machinery for determining wages and conditions of employment with a view to improving the quality of work life of the employees. It encourages the power of the union to enter contract with management to determine the terms and conditions of service of its members as well as establish the procedure for handling disputes.

Conflict Management Strategies

Conflict management strategies connote what organization managers can adopt to ensure that conflicts are resolved in a functional manner on the individual members of the organization and the entire organization. Conflict resolution strategies that could be focused on individual members of the organization include, increasing awareness of the sources of conflict, increasing diversity awareness and skills, practicing job rotation, using permanent transfers or dismissal when necessary. On the other hand, conflict resolution strategies that could be focused on the entire organization include; changing organization's culture or structure, and altering the source of the conflict (Jones, George & Hill, 2003).

Individual Focused Strategies

(a) Increasing awareness of the sources of conflict: This is recognizing the forces responsible for conflict and making individuals or team members aware of them so that they could avoid them (Dunnette & Hough, 1992).

(b) Increasing diversity awareness and skills: Organizations are made up of people from different ethnic groups and nationalities. Members have different skills by reason of differences in training and education. Therefore, managers should create this awareness so that members should learn to accept one another and work harmoniously together

(c) Practicing Job Rotation: Sometimes, conflict could arise because some individual organizational members simply do not have a good understanding of the work activities and demands that members from other units and department have. This lack of broad-base knowledge in the organization could be responsible for conflict among

members. In situations such as this job rotation which could expand organizational members' knowledge base and appreciation of their units and department can be a useful way of resolving conflict (Wall, 1995).

(d) Using Permanent Transfers or Dismissals When Necessary: Sometimes when other conflict resolution strategies do not work as expected, managers may need to take drastic steps, including permanent transfers or dismissals of the conflicting members (Shapiro, Tracktenberge & Landro, 1995).

Strategies Focused on the Entire Organization

(i) Changing an organization's structure or culture: Incessant conflict can signal the need for changes in an organization's structure or culture. Sometimes, managers can effectively resolve conflict by changing the organizational structure they used to group people and tasks. (Lawrence, Barnes & Lorsch, 1976). On the other hand, managers may sometimes need to take steps to change an organization's culture in order to resolve conflict. Norms and values in an organizational culture might inadvertently promote dysfunctional high levels of conflict that are difficult to resolve. In such cases, organizational culture may need to be changed to make conflict resolution easy (Bahar, 1995).

(ii) Altering the source of conflict: When conflict is due to over-lapping authority, and status inconsistencies, managers can sometimes effectively resolve the conflict by directly altering the source of the conflict such as overlapping authority, evaluation or reward system, or status inconsistency.

Conflict Resolution Techniques

To reduce conflict down to an acceptable level, the following structural techniques can be Used.

- Super ordinate goals
- Reduce interdependence between units
- Expanding resources
- Mutual problem solving
- Appeal systems
- Formal authority
- Increasing interaction
- Organization-wide evaluation and reward systems
- Merging conflicting units (Robins, 1990).

Super ordinate goals: Super ordinate goal is a commonly desired goal by two or more groups or units the attainment of which is not possible by only one of the groups or units (Robins, 2004).

Super ordinate goals act to reduce conflict by requiring the disagreeing parties to work together in achieving those goals they mutually seek. When super ordinate goals are used cumulatively, they have the ability of developing long term peacemaking potentials and reinforcing dependency and collaboration (Robins, 1990; 2004).

Reduce interdependence between units: A conflict situation where mutual and one-way interdependence causes conflicts, reduction of this lopsided interdependence should be considered in order to minimize the conflict (Jones et al).

Expanding resources: Where it is known that inadequate resources is the source of the conflict to the conflicting parties, a common solution to this, is by providing adequate resources that will make the parties mutually dependent (Muzafer, 2003).

Mutual problem solving: This technique requires that the conflicting parties come face to face together to resolve their points of differences. It also requires that the conflicting parties have the potential to achieve a better solution through collaboration (Robert, Herbet, & Jane, 2003).

Appeal systems: This is a situation where aggrieved employees or their union make appeal to management or a neutral body to help resolve their conflict (James, 2004).

Formal authority: This is a situation where the conflicting parties takes their grievances to their superior boss who have formal authority to mediate in their conflict. Here, the decision of the superior boss is normally binding on the conflicting parties (Robins, 1990; 2004).

Increasing Interaction: The assumption here is that the more organizational members interact with each other, the more likely they are to find common interest and bonds that can facilitate cooperation and help reduce conflict.

Organization-wide evaluation criteria and reward systems: Where separate evaluation and reward systems create conflicts, management should consider performance measures that evaluate and reward members for cooperation and performance on organization-wide basis (Robins, 1990; 2004).

Merging conflict units: By this technique, one of the conflicting parties expands its boundaries And absorb the properties of the conflicting opponent (Robins, 1990; 2004, op. cit).

Negotiation Strategies

To negotiate is to converse with a view to finding terms of agreement (Armstrong, 2003).

In the same vein, negotiation is the process in which two or more parties exchange goods or Services and attempt to agree on the exchange rate (Wall Jnr. 2004). Furthermore, negotiation is the process where mandated representatives of groups in a conflict situation meet together in order to resolve their differences and to reach

agreement. It is a deliberate process, conducted by representatives of groups, designed to reconcile differences and to reach agreement by consensus (ETU, 2009). The result of negotiation is often dependent on the power relationship between the groups. In work places, unions and management representatives sometimes use negotiation to resolve their conflict.

Negotiation Process

According to Lewicki (1981), Robins and Timothy (2007), the negotiation process consists of five steps viz; preparation and planning, definition of ground rules, clarification and justification, bargaining and problem solving, closure and implementation.

Preparation and planning: Negotiation takes place in an atmosphere of uncertainty. Neither knows how strong the other opponent's position is, nor what they really wants and will be prepared to accept. They do not also know how much the other party will be prepared to concede. Therefore, both parties should be prepared to determine the target they would like to achieve, the minimum or maximum they believe will be most likely to help achieve the set target (Armstrong, 2003).

Definition of ground rules: Issues here include; where will the negotiation takes place? Who will do the negotiation? What time constraints if any will apply? To what issues will the negotiation be limited to? Will there be a specific procedure to follow if an impasse is reached?

At this stage, the parties to the conflict will also exchange their initial proposals or demands (Robins & Timothy, 2007).

Clarification and justification: Here, the initial proposals or demands which have been exchanged among the conflicting parties are further explained, amplified, clarified, bolstered, and justified. This provides opportunity for both sides to educate one another on how they arrived on their proposals or demands (Lewicki, 1981).

Bargaining and Problem Solving: Here, the issues in dispute are looked into: there is give and take with a goal to find a common ground for agreement.

Closure and Implementation: At this final stage of the negotiation process, the parties to the negotiation formalize the agreement reached, and develop appropriate procedures that are necessary for implementation and monitoring.

Third Party Negotiation

When parties in a conflict are unable to resolve their differences in a conflict through direct negotiation, they may resort to a third party negotiation to help them find solution to the conflict. There are four basic third party roles; mediator, arbitrator, conciliator and consultant (Wall, Jnr, and Blum, 1991).

Mediator: When direct negotiation fail, parties in a conflict often call in an independent mediator. This person or group of persons will try to facilitate the settlement of the conflict. The mediator plays an active part in the process, advises both parties, act as intermediary and suggests possible solution. Mediators acts only in an advisory capacity, they have no decision making powers and cannot impose settlement on the conflicting parties (ETU, 2009).

Arbitrator: This is an independent person who acts as an adjudicator in a conflict to decide on the terms of settlement. Both parties in the conflict have to agree on who the arbitrator should be, and that the decision of the arbitrator will be binding on them all.

Conciliator: A conciliator is a trusted third party who provides an informal communication link between the negotiator and the opponent. In practice, conciliators act as mere communication conduits. They also engage in fact finding, interpreting messages, and persuading disputants to develop agreement (Robins and Timothy, 2007).

Consultant: The consultants' role is not to settle conflict, but to improve relations between the conflicting parties so that they can reach settlement among themselves. This approach is to build new and positive perceptions and attitudes between the conflicting parties (Lewicki, 1981).

Collective Bargaining

Collective bargaining is a social process that continually turns disagreements into agreements in an orderly fashion (Flanders, 1970). Collective bargaining provides the framework, often in the form of a collective agreement within which the views of management and unions about disputed matters that could lead to industrial disorder can be considered with the aim of eliminating the causes of the conflict (Armstrong. 2003). Furthermore, collective bargaining can also be seen as a political relationship in which trade unions share industrial sovereignty or power over those who are governed, the employees. The sovereignty is held jointly by management and unions in the collective bargaining process (Chamberlain & Kuhn, 1965).

Bargaining Power

Bargaining power can be defined as the ability to induce the other party to make a decision that it would otherwise not make (Armstrong, 2003). Power is the crucial variable which determines the outcomes of collective bargaining (Fox and Flanders, 1969). Bargaining power is inherent in any situation where differences have to be reconciled. It is however, not an end in itself and negotiations must not rely solely on bargaining power. One side may have enormous bargaining power, but use it to the point where the other side feels that it is impossible to deal with such a party is to defeat the purpose of negotiations (Singh, 1989).

Furthermore, Atkinson (1989) is of the view that what creates bargaining power can be appraised in terms of subjective assessment by individuals involved in the bargaining process, each side can guess the bargaining preferences and bargaining power of the other party; and that there are normally a number of elements creating bargaining power.

Forms of Collective Bargaining

According to Chamberlain and Kuhn (1965), there are two basic forms of collective bargaining viz; conjunctive bargaining and cooperative bargaining.

Conjunctive bargaining: This arises from the absolute requirements that any agreement be reached so that the operations on which both parties are dependent may continue, and results in a working relationship in which each party agrees explicitly or implicitly to provide certain requisite services, to recognize certain seats of authority and to accept certain responsibilities in respect of each other.

Cooperative bargaining: This is the one that recognize that each party is dependent on the other and achieve its objectives more effectively if it wins the support of the other.

In the same vein, Walton and Mckersie (1965) are of the opinion that there are two forms of collective bargaining viz:- distributive bargaining and integrative bargaining.

Distributive bargaining: This is the complex system of activities instrumental to the attainment of one party's goals when they are in conflict with those of the other party.

Integrative bargaining: This is the system of activities which are not in fundamental conflict with those of the other party which can be integrated to some degree. Such objectives are said to define an area of common concern for both parties.

In summary, collective bargaining enables conflicting parties to find common ground for agreement.

2.6 Theoretical Perspectives or Framework of Industrial Harmony

Industrial relations scholars have described three major theoretical perspectives or frame work, that contrast in their understanding and analysis of workplace relations. The three views are generally known as unitarism, pluralist and radical. Each offers a particular perception of workplace relations and will therefore interpret such events as workplace conflict, the role of unions and job regulations very differently. The radical perspective is sometimes referred to as the "conflict model", although this is somewhat ambiguous as pluralism also tends to see conflict as inherent in work places. Radical theories are strongly identified with Marxist theories.

2.6.1 Unitary Perspective

In unitarism, the organization is perceived as an integrated and harmonious whole with the ideal of "one happy family", where management and other members of the staff all share a common purpose, emphasizing mutual cooperation. Furthermore, unitarism has a paternalistic approach where it demands loyalty of all employees, being predominantly managerial in its emphasis and application. Consequently, trade unions are deemed as unnecessary since the loyalty between employees and organizations are considered mutually exclusive, where there can't be two sides of the industry. Conflict is perceived as disruptive and the pathological result of agitators, interpersonal friction and communication breakdown.

2.6.2 Pluralist Perspective

In pluralism the organization is perceived as being made up of powerful and divergent sub-groups, each with its own legitimate loyalties and with their own set of objectives and leaders. In particular, the two predominant sub-groups in the pluralistic perspective are the management and trade unions.

Consequently, the role of management would lean less towards enforcing and controlling and more towards persuasion and coordination. Trade unions are deemed as legitimate representatives of employees, conflict is dealt by collective bargaining and is viewed not necessarily as a bad thing and, if managed, could in fact be channelled towards evolution and positive change.

2.6.3 Radical Perspective

This view of industrial relations looks at the nature of the capitalist society, where there is fundamental division of interest between capital and labour, and sees workplace relations against this history. This perspective sees inequalities of power and economic wealth as having their roots in the capitalist economic system. Conflict is therefore seen as inevitable and trade unions are a natural response of workers to their exploitation by capital. Whilst there may be periods of acquiescence, the Marxist view would be that institutions of joint regulation would enhance rather than limit management's position as they presume the continuation of capitalism rather than challenge it.

Industrial conflicts are the result of several socio-economic, psychological and political factors. Various lines of thoughts have been expressed and approaches used to explain this complex phenomenon.

2.6.4 Psychological Approach

According to Psychologists, problems of industrial relations have their origin in the perception of the management, unions and rank and file workers. These perceptions may be the perceptions of persons, of situations or of issues involved in the conflict. The perceptions of situations and issues differ because the same position may appear

entirely different to different parties.

The reasons of strained industrial relations between the employers and the employees can be understood by studying differences in the perception of issues, situations and persons between the management groups and labour groups.

2.6.5 Sociological Approach

Industry is a social world in miniature. The management goals, workers' attitudes, perception of change in industry, are all, in turn, decided by broad social factors like the culture of the institutions, customs, structural changes, status-symbols, rationality acceptance or resistance to change, tolerance, etc.

Industry is, thus inseparable from the society in which it functions. As industries develop, a new industrial-cum social pattern emerges, which provide general new relationships, institutions and behavioural pattern and new techniques of handling human resources. These do influence the development of industrial relations.

2.6.6 Human Relations Approach

Human resources are made up of living human beings. They want freedom of speech, of thought of expression, of movement etc. When employers treat them as inanimate objects, encroach on their expectations, throat-cuts conflicts and tensions arise.

Though tension is more direct in work place, gradually it extends to the whole industry and sometimes affects the entire economy of the country. Therefore, the management must realize that efforts are made to set right the situation. Services of specialists in behavioural sciences are used to deal with such related problems. It has now been increasingly recognized that much can be gained by the manager and the worker, if they understand and apply the technique of human relations approaches to industrial relations

2.7 Empirical Review on Conflicts Management

Fajana, (2000) defined work place industrial relations broadly as "the totality of orientations, policies, concepts, theories, procedure and sound practice of management conflict at work". According to him "the activities that are involved are very many, often times involving considerable Naira cost". At any rate, whether or not these financial costs and other side effects are seen as risks or losses depend intricately on the human resource orientations of managers. Onasanya, (1999), defines industrial relations as concerning "the relationship between trade union and the employers in the industry, and the intervention of government in that relationship." He opines that the function involves the relations and interactions between employers or management and employees, either as individuals or as groups; between supervisors and workers and his trade union, and between one trade union and the other and covers employment problems and security; conditions of work; remuneration; labour and employment grievances and disputes: level of production efficiency; safety, health and welfare of worker; social security and employee development. Industrial relations is therefore viewed from two angles: the relationships of one worker with another in production or factory floor and the relationship between labour union and management which is no less important. Industrial relations involve a coherent approach to the problem of motivating and controlling employees, of handling grievances and conducting relationship with organized labour (Poole, 2001). He also put all these analytical blocks together to describe the industrial relations management.

Generally, poor, management of industrial relations involves significant financial costs to the parties. Consequently alternative or conflict minimizing methods are normally instituted by the industrial relations actors so that conflicts do not result in destructive industrial actions or prolonged attempts at third party resolution Fajana, (2000). Good industrial relations start from good human relations by supervisors and managers, and the aim is to ensure industrial peace or harmonious industrial relations so that the maximum level of productive efficiency can be attained, and the economic returns equitably shared by contributors.

In similar vein, Stephen and Budd (2009), posit that the term industrial relations refers to the whole field of relationship that exists because of the necessary collaboration of men and women in the employment process of modern industry. It is that part of management which is concerned with the management of enterprise whether machine operator, skilled worker or manager. It deals with either the relationship between the state and employers and workers organization or the relation between the occupational organization themselves (Budd and Bhawe, 2008).

Industrial conflict management is a decision making towards ensuring workplace justice. Failure in this direction can be described as mismanagement of industrial conflicts. In Nigeria, conflicts management occurs in a matrix of unequal power relations and conflicting regulations. The use of state machineries in the management of industrial conflicts has been pivotal in Nigeria. This raises the need for effective management of conflicts to ensure workplace justice through neutrality in mediation and arbitration. Unfortunately, lack of effective management of industrial conflicts would contribute to Nigeria's impending failure to achieve the Millennium Development Goals (MDG), which embodies national and international development initiatives (World Bank, 2007).

It has been shown that resolving conflicts and supporting post conflict reconstruction are prerequisites for achieving the MDG (Wordofa, 2008). In contrast, Aspinal, (2007), demonstrated that exploitation would generate

conflicts through an appropriate identity based collective action. An emerging situation in Nigeria appears to sustain outcries against exploitation of labour with recurrent industrial conflicts and lack of government readiness to redeem the situation. Problems in the new policy for the management of industrial conflicts were also examined prior to the discourse on the modalities for effective management of industrial conflicts in Nigeria.

The state and labour have been battling in the management of industrial conflicts in Nigeria since the colonial era. The enormity of industrial conflicts and the state attempt to quell them resulted in the 1976 Trade Disputes Act, which was amended in 1977 and 1990. The Act provides internal and external dispute settlement machineries including voluntary and compulsory procedures. Primarily, within seven days, the declared conflicts are expected to be resolved through the application of internal mechanisms the failure of which makes external machineries necessary. External machineries include mediation, conciliation, the industrial arbitration panel (IAP) and the national industrial court (NIC).

Parties to conflicts are equally empowered to appoint a mediator, who is expected to be neutral in facilitating amicable management of conflicts within seven days or report the failure of mediation to Labour Minister, who within 14 days can appoint a conciliator or constitute the IAP for conflict management. Key attributes of a mediator are neutrality and impartiality in mediation. Neutrality refers to ability to refrain from favoritism and bias in either word or action, while impartiality refers to having equidistance from the parties and responsibility to ensure fairness of the mediation process (Cooks & Hale, 1994). The difference between impartiality and neutrality lies in the mediator's responsibility to ensure fairness towards the parties during the process (impartiality) and being free from bias (neutrality) (Otite, O. 2001).

Studies on dispute management showed that neutrality could encourage mediator's passivity (non-intervention), which in turn may put the more powerful disputants at an advantage (Winstanley & Woodall, 2002). Unlike the mediation and conciliation which must be concluded within seven days each, the IAP can reconcile the disputants and recommend awards within 21 days or more depending on the discretions of the Labour Minister. Parties to conflicts can reject the IAP award within seven days or allow its publication in the gazette. The NIC is the final binding path to conflict management but questions of fundamental rights can be referred to court of appeal (Otobo 2006, Aturu 2005).

Workers in essential services are not expected to pass through conflict management procedures in Nigeria. However, the Nigerian governments' definition of essential services violates the ILO standards which demand that essential services should be interpreted very strictly. The ILO has warned that the principle whereby the right to strike may be limited or even prohibited in essential services would lose all meaning if national legislation defined essential services broadly. In line with the ILO insistence that essential services are only those interruption of which would endanger the life, personal safety or health of the whole or part of the population, Otobo (2003) condemned the list of essential services in Nigeria and described it as fake and politicized.

Each stage of conflict management is guided by rules including due notice of any matters in contention; a right to be heard; adjudication or facilitation by an impartial third party and provision of reasons for the decision made. The importance of the provision of reasons for the decision made was demonstrated by Greenberg (1994) in his study of a new "no smoking" policy in a workplace. Greenberg reported that because employees had been provided with information and a clear rationale for the unpopular policy, they embraced the changes without dispute. It was suggested that: the process of explaining decisions helps employees adapt to change, but lack of explanations is often regarded by employees as unfair, generating resentment toward management and toward the decision (Daly 1995).

Conflict management systems have been described as providing for workplace justice (McCabe & Rabil, 2001). Good conflict management procedures provide the opportunity to systematically redress an injustice without litigation, strikes or other forms of industrial actions (Mesch & Dalton, 1992). A conflict management procedure perceived to be fair will be used and regarded as effective and result in greater perception of fair treatment and enhance job satisfaction (Peterson & Lewin, 2000). Situations surrounding industrial conflicts management in Nigeria especially the relative weakness of state machineries and prolongation of industrial disputes have affected peacemaking efforts. Mismanagement of industrial conflicts is a key outcome of the weakness of the state machineries.

The movement from mediation to other channels of industrial conflict management is evidence of the availability of compulsory procedures for industrial conflict management in Nigeria. However, the machineries for industrial conflict management in Nigeria are slow and tricky. The state and labour usually perceive industrial conflicts from different perspectives. The state usually conceptualizes industrial conflict negatively while labour employs it as negotiation instrument in a bid to obtain benefits. Fundamentally, a common interest of both the state and labour is the need to manage industrial conflict to ensure industrial peace and development. A major means of achieving industrial peace is mediation. However, the neutrality of a mediator can translate into perpetuation of power inequality between disputant parties especially if the mediator plays the role of advocacy in mediation rather than being an advocate for mediation (Cook & Hale, 1994).

It has been argued that in the absence of mediator's intervention, mediation is intrinsically unfair, unless

disputants are of roughly equal personal and professional status (Tillett, 1999). There have been a variety of responses to this mediators' dilemma. With power imbalances in the Nigerian industrial relations, the mediator's attempt to balance power can constitute bias and the failure to balance power will result in the maintenance of power imbalance. This was succinctly captured by Astor and Chinkin (1992), stating that, if two unequal parties are treated equally the result is inequality. This situation can be difficult when a power imbalance is not immediately obvious as indicated here: "in interpersonal disputes, power can be based on financial superiority and/or emotional and psychological factors, that is, on an ability to control others or the parties may have different levels of intelligence, articulation and ingenuity" (Clarke & Davies, 1992).

The procedures of conflict management in Nigeria are characterized by preventable delay before and after mediation, conciliation and arbitration. These procedures can be merged to reduce delay and ensure timely management of industrial conflicts. This kind of merger has yielded result in China (the most populous country and a leading industrialized country in the world). The contemporary Chinese mediation is different from the current alternative dispute management (ADR) in the USA and Australia where mediation is generally separate and distinct from court trials and mediators do not operate with nearly as much discretionary power as Chinese judges (Huang, 2006). If mediation fails in China, arbitration or adjudication will follow under the same judge unlike in Nigeria where conflicts move from mediator to different officials such as conciliator, the IAP Chairperson and the NIC Judges. In Nigeria, conflicts can linger for over two months and may remain pending in the vicious cycles of adjudication. Industrial actions are considered illegal during adjudication and the law has apparently created a vicious circle of compulsory arbitration from which workers cannot escape (Okene, 2007). Thus, the organized labour in Nigeria seems to have lost hope in the state machineries and has moved towards the establishment of a labour party. It is believed that labour party can wrestle power and correct the anomalies in the state machineries for conflict management.

Conclusion

Conflict is a common phenomenon, when people come together to pursue common goal.

Although the concept "conflict" sounds negative, it has its uses to the conflicting parties. There are many conflict resolution strategies and techniques in management literature that organizational managers can rely upon to effectively manage conflict. In addition to these strategies and techniques, they can also put into use their wealth of experience, training, morality, ethics, fairness and equity in dealing with peculiar problems and situations as they arise.

Although conflict in organizations cannot be eliminated altogether, management should put some mechanisms in place that will help minimize the level of conflict situations in their organizations. Indeed, no meaningful productive activities can take place in an atmosphere where the conflict level is allowed to degenerate into a state of anarchy and insecurity. The research studies have enhanced our understanding of the nature and components of organizational conflict and its effects on group performance. It has been observed that not every incident of conflict is harmful for an organization. Nevertheless, the components of emotionality, acceptability, importance and resolution potential can provide insight into the potential harm a conflict can cause to the group performance and organizational productivity. The type of conflict determines the degree of these components, thus resulting in the increase or decline in employee performance. The interplay of these dimensions in a way create a context within which the members of a work team interact with each other, present different opinions and move towards a mutually agreed course of action. On the other hand, conflict contexts (task, process or relationship) which are marked by high emotionality can be regarded as the formula for definite disaster. Also various study review revealed that organizations are adversely affected by conflicts in terms of performance and wastage of scarce resources. Similarly management conflicts do have positive effects to the industrial harmony especially in increasing organizational innovativeness and improving the quality of decisions in the organization. In addition conflicts build the spirit of teamwork and cooperation among the employees of the organization. This occurs especially when they come together to resolve the conflict. Although conflicts have both negative and positive effects, the management and the employees should work towards achieving the positive effects rather than the negative.

To conclude the discussion it can be stated an understanding about the different types of conflict and the influence of its components on group productivity can allow the management and team leaders to decide how to pursue with conflict handling. It can also help them in making decision about mitigating the occurrence of negative conflict in future, while maximizing on the constructive potential of conflict. Also an understanding about the different types of conflict and the influence of its components on group productivity can allow the management and team leaders to decide how to pursue with conflict handling. It can also help in making decision about mitigating the occurrence of negative conflict in future, while maximizing on the constructive potential of conflict and also that if conflict is well managed it can bring about industrial harmony and productivity.

References

- Almost, J., Doran, D. M., McGillis H, L., & Spence, L. H. K. (2010). Antecedents and consequences of intra-group conflict among nurses. *Journal of nursing management*, 18, 981-992.
- Alper, S., Tjosvold, D., & Law, K. S. (2000). Conflict management, efficacy, and performance in organizational teams. *Personnel Psychology*, 53, 625-642.
- Barki, H., & Hartwick, J. (2001). Interpersonal conflict and its management in information system development. *MIS Quarterly*, 25, 195-228.
- Aspinall, E. (2007). The construction of grievance. *Journal of Conflict Management*, 51 (6), 950-972.
- Budd, J.W. and D. Bhave, 2008. Values, ideologies, and frames of reference in industrial relations. *Sage, New York: Sage Handbook of Industrial Relations*.
- Bezrukova, K., Jehn, K. A., Zanutto, E. L., & Thatcher, S. M. (2009). Do workgroup faultlines help or hurt? A moderated model of faultlines, team identification, and group performance. *Organization Science*, 20, 35-50.
- Chen, M. H. (2006). Understanding the benefits and detriments of conflict on team creativity process. *Creativity and Innovation Management*, 15, 105-116.
- Clarke, G. R. & Davies, I.T. (1992). Mediation – When is it not an appropriate resolution process? *Australian Dispute Resolution Journal*, 3 (2), 70-81.
- Corwin, R. G. (1969). Patterns of organizational conflict. *Administrative Science Quarterly*, 14, 507-520.
- De Dreu, C. K. (2006). When too little or too much hurts: Evidence for a curvilinear relationship between task conflict and innovation in teams. *Journal of Management*, 32, 83-107.
- De Dreu, C. K. (2008). The virtue and vice of workplace conflict: Food for (pessimistic) thought. *Journal of Organizational Behavior*, 29, 5-18.
- De Dreu, C. K., & Weingart, L. R. (2003). Task versus relationship conflict, team performance, and team member satisfaction: a meta-analysis. *Journal of applied Psychology*, 88, 741.
- Floyd, S. W., & Lane, P. J. (2000). Strategizing throughout the organization: Managing role conflict in strategic renewal. *Academy of Management Review*, 25, 154-177.
- Gross, M. A., & Guerrero, L. K. (2000). Managing conflict appropriately and effectively: An application of the competence model to Rahim's organizational conflict styles. *International journal of conflict management*, 11, 200-226.
- Guetzkow, H., & Gyr, J. (1954). An Analysis of Conflict in Decision-Making Groups. *Human Relations*, 7, 367-382.
- Fajana, S. (2000). *Industrial Relations in Nigeria*. 2nd Edition. Lagos: Labofin and Company.
- Harolds, J., & Wood, B. P. (2006). Conflict management and resolution. *Journal of the American College of Radiology*, 3, 200-206.
- Jehn, K. A. (1997). A qualitative analysis of conflict types and dimensions in organizational groups. *Administrative science quarterly*, 42, 530-557.
- Jehn, K. A., & Bendersky, C. (2003). Intragroup conflict in organizations: A contingency perspective on the conflict-outcome relationship. *Research in organizational behavior*, 25, 187-242.
- Jehn, K. A., & Mannix, E. A. (2001). The dynamic nature of conflict: A longitudinal study of intragroup conflict and group performance. *Academy of management journal*, 44, 238-251.
- Jehn, K. A., Northcraft, G. B., & Neale, M. A. (1999). Why differences make a difference: A field study of diversity, conflict and performance in workgroups. *Administrative science quarterly*, 44, 741-763.
- Jordan, P. J., Lawrence, S. A., & Troth, A. C. (2006). The impact of negative mood on team performance. *Journal of Management & Organization*, 12, 131-145.
- Litterer, J. A. (1966). Conflict in organization: A re-examination. *Academy of Management Journal*, 9, 178-186.
- Nair, N. (2008). Towards understanding the role of emotions in conflict: a review and future directions. *International Journal of Conflict Management*, 19, 359-381.
- Nelson, R. E. (1989). The strength of strong ties: Social networks and intergroup conflict in organizations. *Academy of Management Journal*, 32, 377-401.
- Okene, O.V.C. (2007a). Current issues and developments in workers' freedom of association in Nigeria. *Journal of Commonwealth Law and Legal Education*, 5(1), 49-68.
- Okene, O.V.C. (2007b). The status of the right to strike in Nigeria: A perspective from international and comparative law. *RADIC* 15, 43-45.
- Passos, A. M., & Caetano, A. (2005). Exploring the effects of intragroup conflict and past performance feedback on team effectiveness. *Journal of managerial psychology*, 20, 231-244.
- Pelled, L. H., Eisenhardt, K. M., & Xin, K. R. (1999). Exploring the black box: An analysis of work group diversity, conflict and performance. *Administrative science quarterly*, 44, 1-28.
- Pinkley, R. L. (1990). Dimensions of conflict frame: Disputant interpretations of conflict. *Journal of applied psychology*, 75, 117.
- Pondy, L. R. (1969). Varieties of organizational conflict. *Administrative Science Quarterly*, 14, 499-505.

- Pondy, L.R. (1967): "Organizational Conflict: Concepts and Models", *Administrative Science Quarterly*, pp. 296-320.
- Pondy, L. R. (1992). Reflections on organizational conflict. *Journal of organizational behavior*, 13, 257-261.
- Rahim, M. A. (2002). Toward a theory of managing organizational conflict. *International journal of conflict management*, 3, 206-235.
- Ren, H., & Gray, B. (2009). Repairing relationship conflict: How violation types and culture influence the effectiveness of restoration rituals. *Academy of Management Review*, 34, 105-126.
- Robins, S.P. (1990): *Organization Theory Structure, Design and Applications*, Englewood Cliffs, New Jersey: Prentice Hall Inc.
- Robins, S.P. and Timothy; A.J. (2007): *Organizational Behaviour*, New Delhi: Prentice Hall of India.
- Roberts, R.B. A.S. Herbert and Jane, S.M. (2003), *Managing Intergroup Conflict in Industry*_Houston: Gulf Publishing.
- Ronald, G.C. (1969): "Patterns of Organizational Conflict" *Administrative Science Quarterly*, pp. 507-520.
- Schulz-Hardt, S., Jochims, M., & Frey, D. (2002). Productive conflict in group decision making: Genuine and contrived dissent as strategies to counteract biased information seeking. *Organizational Behavior and Human Decision Processes*, 88, 563-586.
- Simons, T. L., & Peterson, R. S. (2000). Task conflict and relationship conflict in top management teams: the pivotal role of intragroup trust. *Journal of applied psychology*, 85, 102. Pushing out music divisions' Fuchs," *Wall Street-Journal*, A1, A6.
- Singh, R. (1989): Negotiations, in a *Handbook of Industrial Relations Practice*, Towers, B. (ed), London: Rogan Page.
- Schmidt, M. and Kochan, T.A. (1972): "Conflict: Towards Conceptual Clarity", *Administrative Science Quarterly*, Vol. 13, pp. 359-370.
- Shapiro, E.J.A. Trachtenberg and Landro, L. (1995): "Time Warner Settles Feud by Thomas, K.W. (1992): "Conflict and Negotiation Processes in Organizations", in Dunnette, M.D. and Hough, L.M. (eds), *Handbook of Industrial and Organizational Psychology*, Palo Alto CA: Consulting Psychologist Press.
- Tucker, A.L. and Edmondson, A.C. (2003): "Why Hospitals don't learn from failures: Organizational and Psychological dynamics, that inhibit system change", *California Management Review*, Vol. 45, Nos. 2. Pp. 55-72.
- Tucker, A.L. and Edmondson, A.C. (2002): "Managing Routine Exception: A model of Nurse Problem Solving Behaviour, *Advances in Healthcare Management*, Vol. 3, pp. 87-113.
- Tucker, A.L. (2004): "The Impact of Operational Failures on Hospital Nurses and their Patients", *Journal of Operational Management*, Vol. 22, No. 2. Pp. 151-169.
- Thomas, K. W. (1992). Conflict and conflict management: Reflections and update. *Journal of Organizational Behavior*, 13, 265-274.
- Tidd, S. T., McIntyre, H. H., & Friedman, R. A. (2004). The importance of role ambiguity and trust in conflict perception: Unpacking the task conflict to relationship conflict linkage. *International Journal of Conflict Management*, 15, 364-380.
- Tjosvold, D. (2008). The conflict-positive organization: It depends upon us. *Journal of Organizational Behavior*, 29, 19-28.
- Vodosek, M. (2007). Intragroup conflict as a mediator between cultural diversity and work group outcomes. *International Journal of Conflict Management*, 18, 345-375.
- Wlodarczyk, A. Z. (2010). *Work Motivation: A Systemic Framework for a Multilevel Strategy*. USA: AuthorHouse.
- Wordofa, D. (2008). Violent conflicts: Key obstacles for sub-Saharan Africa to achieving the millennium development goals. *Journal on peace and security in Africa, Hilton Hotel, Addis Ababa, Ethiopia*.
- Wall, J.A. Jnr, Blum, M.W. (1991): "Negotiations" *Journal of Management*, pp. 278-282.
- Wall, J.A. Jnr (1995): "Conflict and its Management", *Journal of Management*, Vol. 21, pp. 515-558.
- Wall, J.A. Jnr (1995): "Conflict and its Management", *Journal of Management*, Vol. 21, pp. 515-558.
- Yang, J. and Mossholder, K.W. (2004): "Developing Task and Processing", *Journal of Organizational Behaviour*, Vol. 25, No. 5, pp. 589 – 605.
- Yang, J., & Mossholder, K. W. (2004). Decoupling task and relationship conflict: The role of intragroup emotional processing. *Journal of Organizational Behavior*, 25, 589-605.