

## CONFLICT RESOLUTION IN WORK PLACE

PhD, associate professor **Hannah Shvindina, Mignonne Kibambe**  
Sumy State University

Organization leaders are responsible for creating a work environment that enables people to thrive. If turf wars, disagreements and differences of opinion escalate into interpersonal conflict, manager must intervene immediately.

Conflict in the workplace is the result of a variety of factors. Perhaps the most significant cause is when someone feels taken advantage of. This might happen when a perfectionist boss demands the same dedication and commitment from employees as he or she exhibits, but does not compensate them for the late or weekend hours.

There are four specific steps managers can take to reduce workplace conflicts. The first is for managers to look at communication skills, both in terms of how they communicate and how they're teaching their employees to communicate with each other. The second way to decrease workplace conflict is to establish healthy boundaries. Without boundaries, there will be conflict and squabbles, power struggles and all kinds of circumstances that make for messy situations. The third factor to reducing conflict is a skill called 'emotional intelligence.' There are many aspects and facets but it basically means developing skills to be more effective by teaching people to combine both intelligence and emotions in the workplace.

The fourth aspect of reducing workplace conflict is setting up behavioral consequences to be used with truly uncooperative employees who are unwilling to change.

There are many types of conflicts in the workplace that can be classified by source of a conflict.

**Interdependence Conflicts.** A person relies on someone else's co-operation, output or input in order for them to get their job done.

**Differences in Style.** People's preferred way for completing a job can differ. For example, one person may just want to get the work done quickly (task oriented), while another is more concerned about making sure that everyone has a say in how the work gets done (people oriented).

**Differences in Background/Gender.** Conflicts can arise between people because of differences in educational backgrounds, personal experiences, ethnic heritage, gender and political preferences.

**Differences in Leadership** Employees who change from one leader to another can become confused and irritated by the different leadership styles.

**Personality Clashes.** These types of conflict in the workplace are often fueled by emotion and perceptions about somebody else's motives and character.