

*Ministry of Education and Science of Ukraine
Sumy State University*

DEPARTMENT OF ECONOMICS, ENTREPRENEURSHIP
AND BUSINESS ADMINISTRATION

MASTER THESIS

Topic: Conflict Management: Dealing with Conflict at Work

*Specialty 073 "Management"
Study program 8.073.00.09 "Business Administration"*

Head of the Department: _____ / O. I. Karintseva /

Supervisors: _____ / Yu. M. Derevianko /

Student: _____ / Aworh Mabel Adaeze /
Full name

Group: _____ БА.м-11аН _____
Code

Sumy 2022

*Ministry of Education and Science of Ukraine
Sumy State University*

**DEPARTMENT OF ECONOMICS, ENTREPRENEURSHIP
AND BUSINESS ADMINISTRATION**

CERTIFIED
Head of the Department
of economics, entrepreneurship and
business administration
O. I. Karintseva
“03” November 2022.

ASSIGNMENT
for the Master Thesis

Student of group БА.М-11аН, 2 year of study ARI BiEM
(Institute)

Specialty 073 “Management”

Study program 8.073.00.09 “Business Administration”

Aworh Mabel Adaeze (Авор Мабел Адаїзе)

(full name)

Topic of individual research: _____
Conflict Management: Dealing with Conflict at Work

Enacted by the SumDU order № 1139-VI from “28” November 2022.

Date of finalized Thesis submission: “14” December 2022.

Initial data for research: _____
textbooks, monographs, articles, enterprises' reports

Content of computational and clarification summary (list of questions to be considered) _____

Introduction, Analytical literature review, Background and Statement of problem,

Application of the suggested methodological approaches, Conclusions and discussion

List of illustrations

What is conflict ?

Types of conflicts

Other categories of conflict one might experience in the workplace

Methods used to resolve conflict

Conclusion

Date of receiving the assignment: “03” November 2022.

Master Thesis supervisor: _____ *As. Prof. Yuri Derevianko*
(academic title, full name)

Assignment is accepted for: “03” November 2022. _____
Student signature

Notes:

1. This Assignment is to be attached to the clarification summary of Master Thesis.
2. Apart from Assignment, student is expected to receive from the supervisor the time schedule on preparing Master Thesis during project period with indication of terms of accomplishment and workload for each stage.

Summary

The Master Thesis comprises 43 pages, 3 chapters, 4 figures, references include 40 sources.

The aim of the Thesis is to know how to deal with conflict at work. We investigated how to ensure the profitable operation of the company for many years. According to the aim the research tasks are:

- Study the influence of conflict management methods in institutional performance.
- Determine the interference of managing conflict on institutional performance.
 - Discover the best techniques to employ at various levels of managing conflict.
 - Propose successful ways of conflict management technique which will improve organizational performance.
- Analyse of the basic kinds of conflicts regarding lack of internal communication presented vertically in a private company.

A manager's job involves handling various conflicts with varying degrees of emotional engagement. The manager must be able to handle disagreement well because it takes so much time to settle these problems. Conflicts can be properly and efficiently managed during the project process, which will have a beneficial impact on the three main measures of value for an organization: time, cost, and quality. The way a person approaches a conflict is quite personal, but it's the emotional issues that can seriously jeopardize both the project and the relationships among project team members. The investigation of various conflict resolution strategies and techniques is the main goal of this thesis. The prevention of conflicts and the improvement of team member behaviors have been highlighted as one issue. Each person can grow and have a chance to understand themselves and their behaviors through techniques like feedback. The project manager needs to make sure that sensitive topics don't turn into conflicts that might escalate and become dysfunctional.

A conflict-competent project manager should be able to view the issue from an unbiased viewpoint in order to settle it. This study has shown that managing disputes can be separated into two categories: managing functional conflicts and managing conflict prevention. However, there is debate over whether handling organizational conflicts enhances or lowers worker performance. The aim of this study was to examine how employee performance in a private hospital in an African nation was impacted by techniques to handling organizational conflict, such as negotiation, mediation, cooperation, and denial. The research made use of the human capital, human connections, and contingency theories. Every organization deals with disagreements every day. Although conflicts are unavoidable, they can be avoided by being noticed early. It is crucial to monitor the organizational cues that constantly reveal their presence.

Table of Contents

| | |
|---|----|
| Summary..... | 2 |
| Introduction..... | 7 |
| Chapter 1. Analytical literature review..... | 9 |
| 1.1. Theoretical review | 9 |
| 1.2. Purpose of this thesis. | 9 |
| 1.3. Conflict Management Styles | 10 |
| Chapter 2. Background and Statement of problem | 16 |
| 2.1. Background..... | 16 |
| 2.2. Statement of problem | 19 |
| 2.3. Types of Conflicts. | 22 |
| 2.3.1. Task conflict | 23 |
| 2.3.2. Relationship Conflict..... | 23 |
| 2.3.4. Value Conflict. | 24 |
| Chapter 3. Application of the suggested methodological approaches | 31 |
| 3.1. Methodology..... | 31 |
| 3.2. Method and Instruments Used..... | 31 |
| 3.2.1. Adaptation. | 32 |
| 3.2.2. Compromise. | 32 |
| 3.2.3. Arbitration. | 32 |
| 3.2.4. Mediation..... | 33 |
| 3.3. Alternative Dispute Resolution at Workplace..... | 38 |
| Conclusion | 44 |
| References..... | 48 |

Introduction

The digital economy and digitalization is an essential driving force of economic development, and building a digital economy has become a global consensus. However, following the concept of sustainable development(Karintseva,2021;Kubatko,2019; Karintseva,2020; Melnyk,2020; Melnyk,2017; Melnyk,2019; Tu,2022; The effects,2017; Veklych,2020.), the digital economy has both positive and negative effects on the social and environmental components(Disruptive,2021; Melnyk,2021; Melnyk,2019; Melnyk,2020; Melnyk,2022;).

One of the most predictable outcomes of collaboration is conflict. Many managers devote a large amount of their effort to handling disputes or the fallout from interpersonal problems. Every organization deals with conflicts on a daily basis. Conflicts cannot be avoided, but they can be controlled such that we become aware of conflict symptoms right away. It is crucial to keep an eye out for organizational cues that point to their continuous presence (Stannack, 2016). We risk finding ourselves in a situation where the dispute dominates the organization if we do not act swiftly enough. When focusing purely on the bottom line, we seek to overlook issues that tend to occur in companies whose corporate success is entirely dependent on teamwork, collaboration, and innovation (Saranya, 2016). Every business needs conflict management skills since conflict is a necessity for every organization to be successful. Conflicts can conclude with either party losing, with one party winning and the other losing, or with both parties succeeding. If conflicts are not handled properly, it can result in a variety of incorrect energies being distributed throughout the workplace and faults in connection that, if left unfixed, can result in missed opportunities. The costs of organizational conflict are difficult to measure (Agusioma, 2018). Creating strategies for efficiently identifying and managing conflict is the aim of this research. Conflict is challenging because it combines cognitive, psychological, and social factors. environmental factors, at a minimum. To

understand and resolve disputes, many conflict theories only consider economic or psychological variables. The purpose of the following ideas is to control interpersonal and group conflict (Agwu, 2013). Due acknowledgment and effective conflict management can lead to a variety of good consequences, like stimulating creativity within the business, changing work practices to improve quality, lowering tensions that may arise, etc. Additionally, if confrontations result in constructive changes, they must be encouraged in order to build strong working relationships based on respect for one another.

Chapter 1. Analytical literature review

In the following section, elaborated theoretical review has been presented, along with a detailed view of utilized concepts. It is presented with three subsections: theoretical review and Conflict Management Styles.

1.1. Theoretical review

It was shown that interpersonal and intergroup types of organizational conflicts are frequent in an experiential study on conflict management strategies conducted among Lebanese institutions. The study found that different dispute resolution techniques improved organizational performance and boosted worker productivity. (Iravo, 2011). According to a study conducted in African nations, using negotiation as a method of conflict resolution created a precedent for employees to have fruitful dialogues and increase their willingness to stay with the company. Similar observations were made by (Iravo, 2011), on conflict management and its impact on performance in African nations, and he came to the conclusion that there was a high correlation between effective conflict management and business performance. However, while these studies clarified the debate on conflict management in the context of enterprises, they were unable to show a connection between various conflict management techniques and employee performance, a void that the most recent study fills. When one or more group members' thoughts or actions are opposed by or deemed unacceptable by one or possibly more members of another group, there is conflict. Conflict is described as disagreement, dispute, or discord amongst individuals or in a group. (Islam, 2012) When different entities have opposing views and behaviors, conflict results, creating an antagonistic environment.

1.2. Purpose of this thesis.

The purpose of this study was to see how managing organizational conflict approaches, such as negotiation, mediation, cooperation, and denial, affected performance of

employees in a private hospital in Lebanon. Human capital, human relations, and contingency theories were used in the research. On a daily basis, every organization faces conflicts. Conflicts are inevitable but they can be managed and detected early. It is vital to keep track of the organizational signals that indicate their presence on a constant basis. There are many ways to manage conflicts, relying on the reasons of conflicts, this study concentrates on communications role in managing conflict because it is considered to be a key element in solving conflicts. Conflicts are regional in the whole society. The research followed a positivist quantitative methodology, which is “a methodological process” that aims to record the results and generalize conclusions from different studies employing statistical means. The thesis intends to utilize the conceptual model and the categorization of conflict management styles to acquire a thorough understanding of how managers perceive, Experience and settle conflicts at workplace from management’s perspective. New insights regarding the topic may emerge during the process of study.

1.3. Conflict Management Styles

A specialist offered numerous suggestions for handling the conflict management procedure. Blake and Mouton's grid was used to outline the many types of conflict. The authors describe typical responses people have while dealing with organizational issues. Conflict avoidance, adaptability, and cooperation are the behaviors that, in effect, impact managers' decisions about how to handle and manage disputes, as seen in Figure 1. (Parmenter, 2015). The ability to identify conflict and choose the best course of action for managing it is essential for an organization to succeed. Integration of all factors that contribute to resolving or preventing disputes is what is meant by conflict management. These components include the phases of the parties engaged, the institution's practice of discipline, and the growth of relationship. Many authors were aware of the many conflict-management strategies. Keep in mind that the organization itself might contribute to conflict as a third party. (Pradhan, 2017). Between rivals, the group serves as a mediator.

Administrators make use of their experiences to improve novel conflict-resolution strategies as this third party.

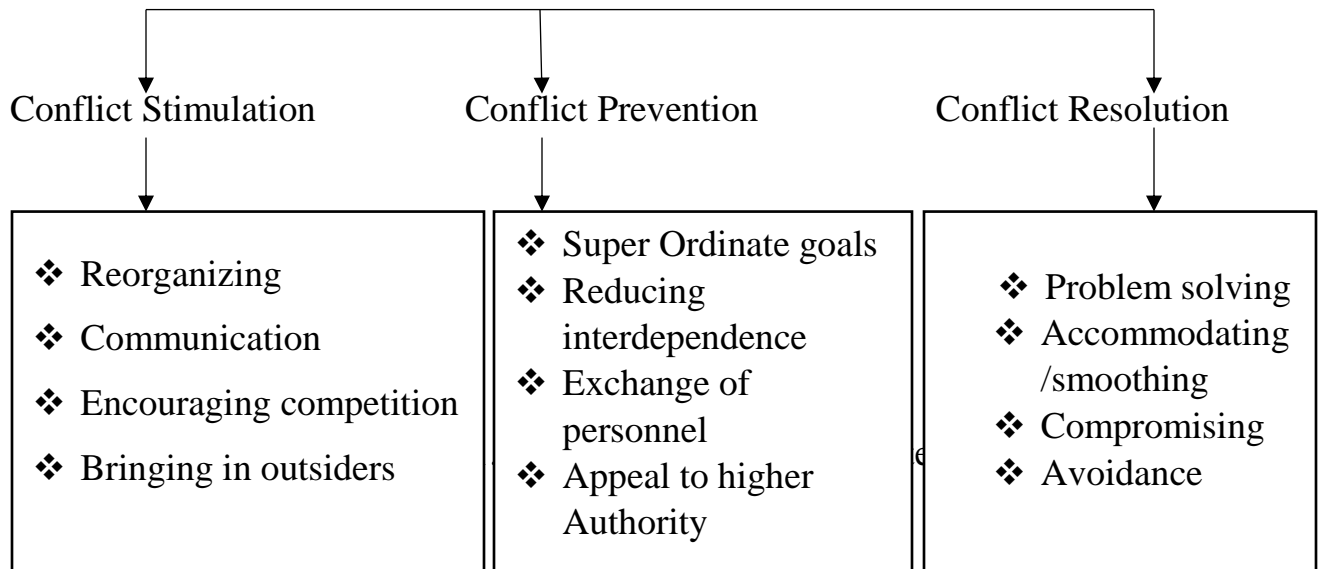


Figure 1. **Conflict management strategies**

However, it is well known that a manager's interpersonal abilities will be put to the test during a conflict. Assertiveness and cooperation are the two axes that define each mode. It depends on choosing the right time, experts agree that utilizing any one of these ways is inappropriate. In conclusion, it is crucial that managers understand the best type of conflict management strategy based on their entities, values, and status. The "the battle" conflict management model relies heavily on assertiveness and sparingly on teamwork. If it is important to take unpopular action, it is evident that fighting was required as an urgent measure. In order to implement these tactics for managing conflicts, the manager must have such skills as debate and discussion, position exploitation, and appropriate.

The manager must possess skills such as debate and discussion, position exploitation, appropriate evaluation of options or emotions, maintaining composure and stating the viewpoint clearly in order to adopt these strategies for managing disputes. (Rahim, 2017) The methods for avoiding assertiveness in confrontation are characterized by high and

low levels of collaboration. Some people want to avoid conflict because they are terrified of getting involved in it or because they lack enough faith in their ability to resolve it. (Lazarus, 2014) asserts that culture is crucial to both the settlement of the conflict and its initiation. It is comparable to an underground river that flows through our lives and interpersonal interactions, sending us messages that influence how we see, attribute, judge, and conceptualize ourselves (Lazarus, 2014)

Furthermore, cultures have a strong influence on conflict and attempts to resolve it, even if they are frequently unconscious of this. According to Evans (2017), culture is defined as the shared collection of values, beliefs, conventions, attitudes, behaviors, and social structures that set the parameters of reality and direct daily interactions. Anthropologists have found more than 150 definitions of culture. (Austin, 2013) makes two findings on culture and its connection to conflict resolution. The first is that communication which is at the heart of conflict resolution involves acknowledging the human element, which includes subjectivity, cognition, and context culture (Agwu, 2013); the second is that the cultural issue is a genuine one that many abstract conflict theorists typically ignore.

This remark could be seen as a rebuttal to social scientists who view culture as unimportant to resolving conflicts. Disputes arise in human relationships, and conflicts are interwoven with cultures (Agusioma, 2018). Cultures influence how people name, frame, assign blame, and try to resolve problems. (Lazarus, 2014) asserts that culture is always a factor in conflict, whether it plays a significant role or has a subtle and indirect impact. There is always a cultural element to any disagreement that affects us where it counts, where we derive meaning from, and where we maintain our identities. Intractable disputes like the Israeli-Palestinian Conflict or the India-Pakistan Conflict over Kashmir, for instance, are not simply about territory, boundary, and sovereignty concerns; they are also about acknowledgement, representation, and a variety of methods of being, living, and creating meaning, and their legitimization.

Culture and conflict, according to Elkhouly (2012) are inexorably intertwined. This does not, however, imply that conflicts resulting from cultural differences will always arise. Whether they be racial, religious, political, social, or economic differences, conflicts that arise between or within cultures are frequently a response to challenges in coping with difference. Difference is frequently a cause of fear and misunderstanding. According to Williams (2012) understanding how culture affects dispute resolution is crucial, yet doing so runs the danger of misunderstanding others. They accept that there isn't an agreement on how to deal with culture in specific ways and don't take a clear stance on the matter of Conflict in a world that is becoming more multiethnic. (Amason, 2013) says that people often bring their broad stereotypical notions about other groups into conflict situations as a result of social categorization and group difference, which can lead to disputes lasting longer and being more intense. Thus, cultural disparities can exacerbate rifts between communities. They point out one peculiar cultural trait, arguing that it may prevent conflict in collectivist cultures from having a constructive impact. This is because there is a pressure to comply in collectivist societies that is not present in individualistic ones, and as a result, open discussion that might result in beneficial solutions in individualistic cultures tends to be counterproductive in collectivist ones.

The best evidence of the effects of cultural differences on conflict behaviors may be found in the contrasts between collectivist and individualistic societies. Positions on topics are typically communicated clearly through language in individualistic societies, positions on topics, however, are either internalized or communicated through the physical context of interaction in collectivist cultures (Violetta, 2012). According to Stannack (2016) in collective cultures, gestures, tone of voice, and facial expressions are just as significant as the actual words spoken. People in these cultures will anticipate that the other person is aware of the situation in order to spare themselves the shame and face-saving that comes with discussing it openly. These are some of the conclusions reached via the research on how to resolve conflicts at workplaces:

- ❖ Take immediate action: Early conflict resolution reduces tension and prevents other employees from getting involved in the dispute. Simple, open dialogue can clear up a lot of misunderstandings.
- ❖ Frame the discussion positively: Meetings can become unnecessarily tense if they are described as "conflict resolution" sessions. Instead, describe the discussion with the staff as a "brainstorming" session or a "chat session," or just say that you'd like to hear their thoughts.
- ❖ Focus on the issue, not the person: Encourage all sides to refrain from insulting one another and concentrate on finding solutions.
- ❖ Practice active listening.

In order to practice active listening, each speaker should be given uninterrupted time to deliver their message. The best approach to achieve this is to ask open-ended questions that motivate participants to talk rather than questions that can be answered with a simple "yes" or "no." Ask each person to explain how the situation affected work procedures or what they needed to complete their jobs if the conversation gets heated. Give your own, original account of what you heard. Then, solicit feedback and promote agreement on a resolution.

The following considerations must be made while choosing the most effective conflict resolution method:

- ❖ The gravity of the conflict,
- ❖ Considered a suitable outcome,
- ❖ Personal preferences,
- ❖ The power of the manager.

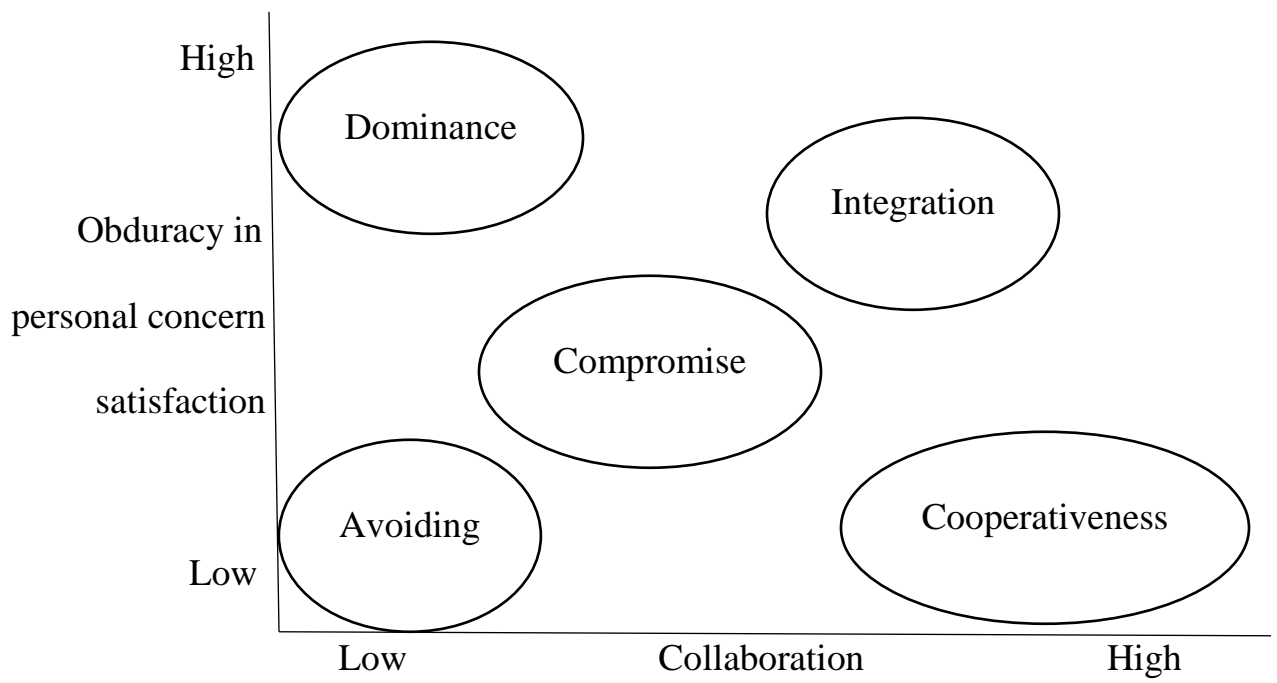


Figure 2. **Conflict management methods**

Chapter 2. Background and Statement of problem

This chapter explains background, statement of problem, and types of conflicts.

2.1. Background

One of the most predictable outcomes of collaboration is conflict. Many managers devote a large amount of their effort to handling disputes or the fallout from interpersonal problems. Every organization deals with conflicts on a daily basis. Conflict management is the proactive activity of resolving conflicts to prevent disagreements from escalating. Conflicts cannot be avoided, but they can be controlled such that we become aware of conflict symptoms right away. It's crucial to keep an eye out for organizational cues that point to their continuous presence. We risk finding ourselves in a situation where the conflict dominates the organization if we do not act quickly enough (Easterby-Smith, 2015).

Problems most usually occur in organizations where teamwork, collaboration, and creativity are absolutely necessary for business success, and when we are solely concerned with the bottom line, we attempt to ignore people and interpersonal relationships. (Agusioma, 2018). Every business needs conflict management skills since conflict is a necessity for every organization to be successful. Conflicts can conclude with either party losing, with one party winning and the other losing, or with both parties succeeding. Conflict is dealt with by workers for almost three hours each week, and almost half of all employees have either witnessed or participated in conflict at work. Utilizing efficient conflict management is one of the finest methods for businesses to take advantage of it.

The goal is for different parties to work together and solve the problem in a way that makes each party feel heard and understood. To maximize the benefits of conflict, managers might learn to perfect their conflict resolution techniques. If conflicts are not handled properly, it can result in a variety of incorrect energies being distributed

throughout the workplace and faults in connection that, if left unfixed, can result in missed opportunities. The costs of organizational conflict are difficult to measure (Agusioma, 2018). Creating strategies for efficiently identifying and managing conflict is the aim of this research. Conflict is complicated because it entails the combination of cognitive, psychological, and environmental variables at the very least. Many conflict theories focus solely on economic and/or psychological factors in order to comprehend and resolve conflicts. The aim of next theories is to manage conflict among groups and individuals (Agwu, 2013)

Due acknowledgment and effective conflict management can lead to a variety of good consequences, like stimulating creativity within the business, changing work practices to improve quality, lowering tensions that may arise, etc. Additionally, if confrontations result in constructive changes, they must be encouraged in order to build strong working relationships based on respect for one another. Conflicts can sometimes be seen as a resource for our ongoing education as well as for the future development and advancement of an institution. The majority of times, those directly involved in the conflict do not have the opportunity to deal with every circumstance, or the management of employees compromises on the most effective methods to employ in order to achieve the results that have been agreed upon, which are characterized by performance in the conflict (Prause, 2015).

Performance of any company is the result of a series of actions taken in a predetermined order, beginning with the gathering of resources and ending with the development of competencies and skill fluency of all factors in the particular situation, primarily due to limited decision-making power and developing processes that will serve as a guide to ensure that the staff of the company achieves the intended outcomes (Eken, 2014). Company performance can be seen as the culmination or end result of organizational activities and operational processes. The cornerstone of a company's productivity is the relationship between employee and customer satisfaction, employee productivity, and

declared margins for businesses (Denscombe, 2014). The initiation and maintenance of relationships among employees both depend heavily on communication. This highlights areas where individuals and the organization's overall performance might be improved.

An underlying motivation technique identifies connection, knowledge, and effective application of several sorts of needs and motivations in order to affect employee behavior and improve performance and pleasure. A fair and effective system, common acceptance and understanding among managers and subordinates, assistants, and people both inside and outside the institution can all be developed through communication. Because of the unpredictability of life, conflict is seen as normal. Conflict is healthy and important because, when handled properly, it can inspire creative thought. Thoughts and actions are carried out because they are habitual when there is no conflict. Conflict enables a review of the necessity of these ideas and deeds (Ibua, 2017).

The third premise asserts that individuals prefer to ignore unsolved conflicts rather than acknowledge the existence of fundamental differences and their need for acknowledgement and management (Stannack, 2016). In all facets of human existence, conflict is a necessary component. Conflicts inevitably arise in relationships, at business, and even while watching the news on television. In organizations and workplaces, three diverse perspectives on conflict have developed over time. Traditional perspective: This school views conflict as bad, always having a negative influence, and leading to performance falls as conflict levels rise late nineteenth century until the mid-1940s).

According to this perspective, concepts like violence, devastation, and irrationality are directly related to conflict (Emmanuel, 2017). The conventional wisdom holds that conflict should be minimized, muted, or even avoided. This conventional understanding of conflict is still widely held because it is shared by commercial and industrial entities with significant sway in our society. This pessimistic perspective on conflict contributed to the emergence of labor unions. People came to believe that conflict was always

detrimental and should be avoided as a result of violent or disruptive encounters between employees and management (Gonçalves, 2016). The psychological or modern perspective (late 1940s and held sway through the 1970s): According to this, conflict is inevitable and natural in the workplace, and depending on how it is managed, it can have either a beneficial or bad impact (Kothari, 2014). Performance, however, may rise with conflict, but only to a point, and fall if the disagreement is allowed to deepen or go unresolved. This strategy encourages acceptance since it may be advantageous for the conflict manager to concentrate on managing the conflict well rather than stifling or eradicating it. The interactionist perspective, which is the most recent one, presupposes that conflict is required to improve performance. The interactionist view promotes conflict since it believes that a nice, serene, tranquil, and too cooperative project organization is prone to become rigid, indifferent, and unproductive, whereas the behavioral approach allows conflict (Longe, 2015). This approach encourages managers to maintain an appropriate level of conflict enough to keep workplace self-critical, viable, creative, and innovative. However, by comparing the actual degree of conflict (a) and intended levels of conflict (b), utilizing these three viewpoints of conflict, it is possible to determine the managerial measures that should be performed (d). The conventional viewpoint holds that there should never be any conflict at all. If $a = 0$, nothing happens; however, if the actual conflict is greater than 0, it should be resolved. The desired amount of conflict, which can be equal to or greater than zero in the modern view and is always greater than zero in the interactionist view, is the only point of difference between the behavioral and interactionist viewpoints.

2.2. Statement of problem

Every corporation must consider how well its employees perform, and employees' performance largely determines how well an organization performs overall. Gary Johns, the direct boss of organizational communication, claims that reporting ties and establishment tenets can both be used to identify power lines. It would be a grave error to

deny that interpersonal relationships in the regulatory system waste a lot of time. Globalization has become a significant phenomenon in today's economic environment. For managers in multi-cultural businesses, cultural diversity presents new opportunities as well as challenges, particularly in the area of conflict management (Oxenstierna, 2011). Conflicts are more likely and subtle as a result of the cross-cultural interaction. To resolve such disagreements successfully, appropriate conflict management techniques are required. No matter how violent or rife with human suffering a conflict may be, efforts are being made to promote peace. This is a straightforward but apparently radical remark. In actuality, despite the numerous tragedies caused by war and violence around the world, the majority of people interact in peaceful ways that lessen and avoid violence, maintain the security of communities, families, and countries, and foster cooperation for common goals. Understanding the reasons behind human aggression and war has advanced significantly in the field of peace and conflict studies (Paskewich, 2014). The growth of theory in the areas of fundamental human needs, psycho-social processes, inter- and intragroup relations, structural violence, identity, and narrative all contribute significantly to our understanding of the causes and methods behind people's frequently horrifying, "unthinkable," acts against other people. As a result, we can better manage and resolve disagreement without resorting to violence because we are starting to identify and comprehend the dark part of who we are. At the same time, considerably less effort has been made to thoroughly investigate and comprehend the reasons for and strategies used by people who choose peace over violence. Our views and tactics are mostly based on the understanding that violent conflict occurs, and we thus aim to bring about peace.

We are less aware of, or at least less aware of how, the contrary is also true: that peace exists alongside and even in the midst of violence in some way. Additionally, the behaviors and strategies of the peacebuilding community, including governmental and nonprofit players, frequently exhibit the same linear thinking that progresses from bad to good. Although everyone agrees that peace is the ultimate aim, we have yet to establish a

solid theoretical framework or assemble a substantial body of evidence to explain how and why people and societies choose peace over violence more frequently (Mwanza, 2012). If "what existing is conceivable," as Kim (2015) argued, then individuals choosing to actively pursue peace in the face of violence provides a vitally understudied area of human potential for improving our world. It includes formulating theories of what I refer to as "peace agency," or individual and community agency for peaceful change, addressing issues relating to how small-scale decisions affect larger-scale societal transformation, or systems change, and taking into account how the field as a whole can change our own knowledge, connections, and resources in ways that improve the capacity of local communities and individuals to choose peace in transformative ways. In an effort to better understanding of the reasons and strategies that lead people to make and maintain those choices, my thesis looked at why and how people choose peace in the face of violence. Beliefs and ideals, attitudes, and personal experiences can all be motivations (Saeed, 2014). They might fall into categories that I haven't thought of. I want to understand how people act for peace as well as why they are inspired to do so by looking at means as well. In other words, what are the methods they use and the sources internal or external from which they derive the strength and capacity to sustain their decisions over time, frequently in the face of significant dangers to themselves.

My research has a crucial foundation built on the idea and practice of peace building by people like (Mayhew), (Martin), (Paskewich), (Siljanen), and (Robert). (Kagucia), (Oxenstierna), and other researchers' studies on local capacity for peace are also a crucial foundation for my work. Finally, the third spoke of intersection for my research will be social agency theory. In order to understand the causes and methods of those decisions, my methodology comprised interviews with people who have been described within the study had chosen peace in the face of violence. In order to create a theory rather than answer a specific issue with tested hypotheses, an iterative, grounded-theory technique was used.

For instance, taking into account how morals and conscience can inspire people to seek peace; the results of firsthand encounters with violence or peace; or the decision-making power of role models or mentors. In order to conduct enough interviews, candidates were chosen so that a preliminary list of 15–20 people to interview would be available. The results of a qualitative content analysis of the interview data will then be utilized to make inferences about the strategies and drives that might support a theory of peace agency. Our field is ready for a comprehensive re-examination of basic issues as the difficulties (and failures) of linear, externally driven approaches to addressing conflict become more obvious and local led approaches receive more attention. For the study of peace and conflict resolution to move toward a more comprehensive perspective, it is imperative that we increase our understanding of how and why people choose peace, even in the face of violence. In order to better promote and advance these realities of peace in the future, my study aims to better understand and recognize them now. These realities of peace are frequently articulated via personal decisions and behaviors.

2.3. Types of Conflicts.

Conflicts in businesses can take many different forms, such as when employees appear reluctant to follow instructions from management, projecting different attitudes and perceptions, disobeying orders or refusing to accept more work, or having trouble getting along with their bosses. Principals also use a reliable strategy; for instance, they make employees work nonstop while doing their duties Kagucia (2014). As a result, frequent confrontation between employees and supervisors becomes the norm.

Sometimes it feels like some sorts of conflict are always present at work. If you miss a deadline, your boss and you are likely to argue. people get into a fight if they lash out at a coworker who they believe constantly belittles them. Conflict is also likely if you and your coworker managers differ on whether you should represent a customer whose values you abhor. Organizations frequently experience task conflict, interpersonal conflict, and

value conflict, in particular. The three different types of conflict can all benefit from specific conflict-resolution strategies, even though open communication, cooperation, and respect will go a long way toward conflict management (Saranya, 2016).

Conflicts arise in organizations because there are many people working together often. **Task Competition** The first of the three types of workplace conflict is task conflict, which frequently involves specific issues relating to employees' work assignments. Task conflict can also involve disagreements over how to allocate resources, disagreements over practices and policies, managing employee expectations, and assessments and interpretations of the truth (Easterby-Smith, 2015). Task conflict might seem to be the easiest of the three forms of conflict covered here to resolve. However, task conflict frequently proves to be more complicated and rooted in deeper issues than it initially appears to be. For instance, coworkers who are fighting over who should attend a conference out of town may be engaged in a more serious argument on a sense of rivalry.

2.3.1. Task conflict

The leaders of an organization's intervention in this disagreement is frequently beneficial. Managers who act as mediators might concentrate on figuring out the underlying motives behind the parties' perspectives. This can be accomplished by actively listening, which entails asking questions, repeating back what you hear to ensure that you understand, and then asking even more probing questions to get to the heart of the matter. Try to get the parties to work together to brainstorm potential solutions as they solve the problem. Parties are more likely to abide by an agreement and get along better in the future when they jointly design solutions rather than having one forced upon them (Martin, 2014).

2.3.2. Relationship Conflict

Relationship conflict, the second of our three forms of conflict, results from differences in personality, style, preferences, and even conflict styles. People who would never meet in real life are frequently forced to work together in organizations and must strive to get

along. So it should come as no surprise that interpersonal conflict occurs frequently in corporations. When there has been a long-standing conflict amongst coworkers, whether it is about tasks, personality quirks, or another matter. They might arrange for lunch with the colleague to get to know them better before approaching a manager (Islam, 2012).

Finding things, we have in common, such as a connection to the same city, kids of a similar age, or shared worries about issues in your company, may help you get along. Bring up the root of the tension if it makes you feel comfortable doing so, then concentrate on hearing the other person out. Avoid defending or arguing your position. He or she is likely to respond favorably when you show empathy and curiosity (Mayhew, 2018). In order to resolve your differences, ask a management for assistance if the conflict continues or gets worse.

2.3.4. Value Conflict.

Value conflict, the third and last of our three categories of conflict, can result from underlying differences in identities and values, including those related to politics, religion, ethics, norms, and other firmly held views. Although discussing politics and religion in the workplace is frequently frowned upon, conflicts over moral principles can still arise when dealing with work-related decisions and policies, such as whether to implement an affirmative action program or accept a client with connections to a corrupt government. Lawrence Susskind, an MIT professor, claims that disagreements over values tend to increase defensiveness, mistrust, and estrangement. There are times when parties are so adamant about sticking to their principles that they turn down exchanges that would serve other interests (Li, 2012).

Susskind suggests that we endeavor to progress beyond demonization toward mutual understanding and respect through discourse rather than attempting to settle a values-based disagreement. Try to achieve a cognitive understanding with your teammate where you both accurately conceptualize each other's points of view. Negotiating to create

Value in dealing with disputes, this kind of understanding does not require empathy or an emotional connection, only the ability to accurately describe what another person believes about the situation (Robert, 2013). Additionally, Robert says in an article published in the Negotiation Briefings that you might be able to reframe a values-based dispute "by appealing to other values that you and your counterpart share." Additionally, you might be able to reframe a values-based conflict "by appealing to other values that you and your counterpart share, including universal beliefs such as equal rights or nonviolence, rather than focusing on the differences in beliefs that precipitated the dispute, says Robert in an article in the Negotiation Briefings newsletter.

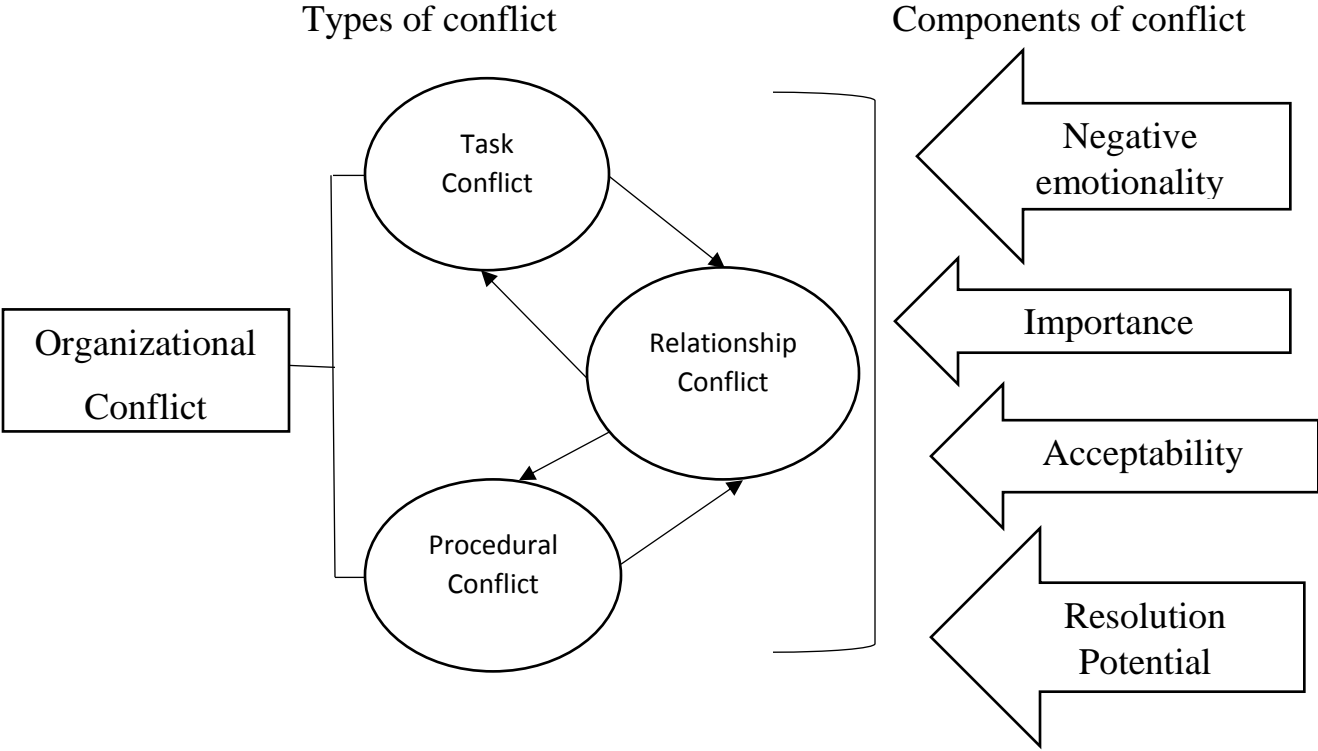


Figure 3. **Types of Conflict**

Staff members' hostility, understanding, and animosity are all instances of conflict. The four categories of conflict are broken down in light of this:

- ❖ Interpersonal conflict is a disagreement between two people.

- ❖ Intrapersonal conflict happens within a relationship because individuals differ from each other.
- ❖ Interpersonal conflict happens within people. The experience occurs in individual's mind. It is
- ❖ a kind of conflict which is psychological including thoughts, principles, emotions and values.
- ❖ Intra-group conflict is a kind of conflict which occurs between individuals in a team.
- ❖ Misunderstanding and disagreement between individuals cause this kind of conflict.

When multiple groups within an organization are misunderstood, intra-group conflict results. Additionally, difficulty increases intergroup conflict, says Kothari (2014). Other factors that contribute to this conflict include competition over resources or the boundaries that a group establishes with others in order to define their own identity as a team. Three conflict kinds have also been proposed: relational, task-related, and process-related conflicts. Interpersonal conflicts are the root cause of relationship conflict, whereas differences in attitudes and opinions toward a particular goal are the root cause of task conflict and process conflict, respectively (Austin, 2013).

Task conflict is regarded advantageous since it promotes disagreements in viewpoints, unless it develops into relationship or process conflict, even if relationship and process conflict are undesirable. Conflict can be divided into affective conflict and cognitive conflict, according to (Amason, 2013). Affective conflict is related to emotion and arises from individual variety and conflicts, whereas cognitive conflict is job-oriented and results from differences in judgment or point of view. Conflict diagnosis using science and art Everyone experiences conflict on a daily basis, but diagnosing conflict is more an art than a science. Realizing the origins of the problem and working to resolve it as a result is assumed. On the other side, many disagreements can be unintelligible and so

unresolvable. Recognizing the cause of the conflict and then managing the problems that ensue are the goals of all conflict management techniques (Lazarus, 2014). Conflict theories enable people to conduct assessments that lead to creative solutions. On the other hand, theories are insufficient for a reliable diagnosis. In general, theoretical knowledge provides a framework, but applying such theories calls for specialized expertise, practical application of that knowledge, and too few that are specifically designed to find solutions to issues. All issues cannot be resolved in a single manner because everyone has a different point of view.

Theoretically, everyone is correct, sincere, and truthful in his viewpoint, yet everyone is flawed and difficult to comprehend. Keep in mind that strong emotions tend to obstruct human thought and rationality, and that 85% of conflicts fail to consider the persons involved. Although the majority of conflict is system-related, depersonalizing conflict is a challenging undertaking that needs to be appropriately managed (Longe, 2015). to appreciate the relationship between conflict and communication The idea that managing organizational conflicts requires diagnosing and intervening in conflict occur at an emotional level between individuals, within a group, or between groups, addressing ways different from their administrations, was the foundation for the work of Robert (2013). Diagnosis must realize when intervention is required and which intervention is the best one. Aims of intervention mostly to:

- ❖ Keep a productive case of conflicts
- ❖ Decrease emotional disputes with all its kinds and levels.
- ❖ Organization permits for individuals to choose and employ the suitable techniques for solving conflicts of specific enabling circumstances.

A proper diagnosis and disagreement intervention result in the growth of knowledge, efficiency, and organization. Even if the majority of individuals believe that disputes are beneficial for businesses, they nonetheless endeavor to reduce or control them (Mwanza,

2012). Evolution's central tenet is the resolution of conflict. Each of the four stages or levels that make up the conflict process illustrates how the relationships between the parties to the conflict have changed over time. The first stage, often referred to as the latent stage, is distinguished by a number of elements that can lead to conflict, including interaction, structure, and individual factors. It is important to remember that only one of the elements need occur; the others don't all have to. Communication is crucial in organizations, and its lack leads to conflict (Mwangi, 2013). Conflict can, however, arise from oversharing and communication problems, such as misunderstandings or disruptions in the flow of information. The process of identifying and resolving problems in an equitable and effective manner is referred to as conflict management. The objective is to raise the likelihood of a successful conclusion while minimizing any potential negative effects that may result from conflicts. Life involves conflict. Knowing a few conflict resolution techniques helps keep your household or place of work healthy. Here are a few suggestions for handling disagreement:

- ❖ Acknowledge the problem.

If someone approaches you with an issue that seems insignificant to you, keep in mind that it might not be insignificant to them. Decide what to do about the matter after actively listening to the other person so they feel heard (Olang, 2017).

- ❖ Gather the necessary information.

Managers and other employees cannot resolve conflicts before they have assessed all sides of the problem. Taking the time, they need to get and understand all the necessary information enables them to select the best conflict management strategy and find an optimal resolution (Prause, 2015).

- ❖ Set guidelines.

Setting some ground rules before you start is crucial, whether you're talking to your husband about a disagreement or stepping in to help two coworkers. Participants should agree to speak quietly, listen intently, and make an effort to comprehend one another's viewpoints. Set the expectation up front that the debate will terminate if the rules aren't followed and resume later (Parmenter, 2015).

- ❖ Keep emotion out of the discussion.

A temporary resolution to a disagreement may result from an angry outburst. To prevent the conflict from arising again, gently discuss the situation (Stannack, 2016).

- ❖ Be decisive.

Take action on the answer you've chosen once people have discussed a disagreement and determined the appropriate course of action. Sharing your decision with others shows them that you care and are making progress. When you spend time with others, whether at work or home, conflicts often arise (Evans, 2017). However, if disputes are not settled, they may have a number of unfavorable effects. These consist of the following:

- ❖ Hurt feelings
- ❖ Resentment and frustration
- ❖ Loneliness and depression
- ❖ Passive aggression and communication issues
- ❖ Increased stress and stress-related health problems
- ❖ Low morale
- ❖ Reduced productivity
- ❖ Staff turnover

The Conflict Process and its five Stages

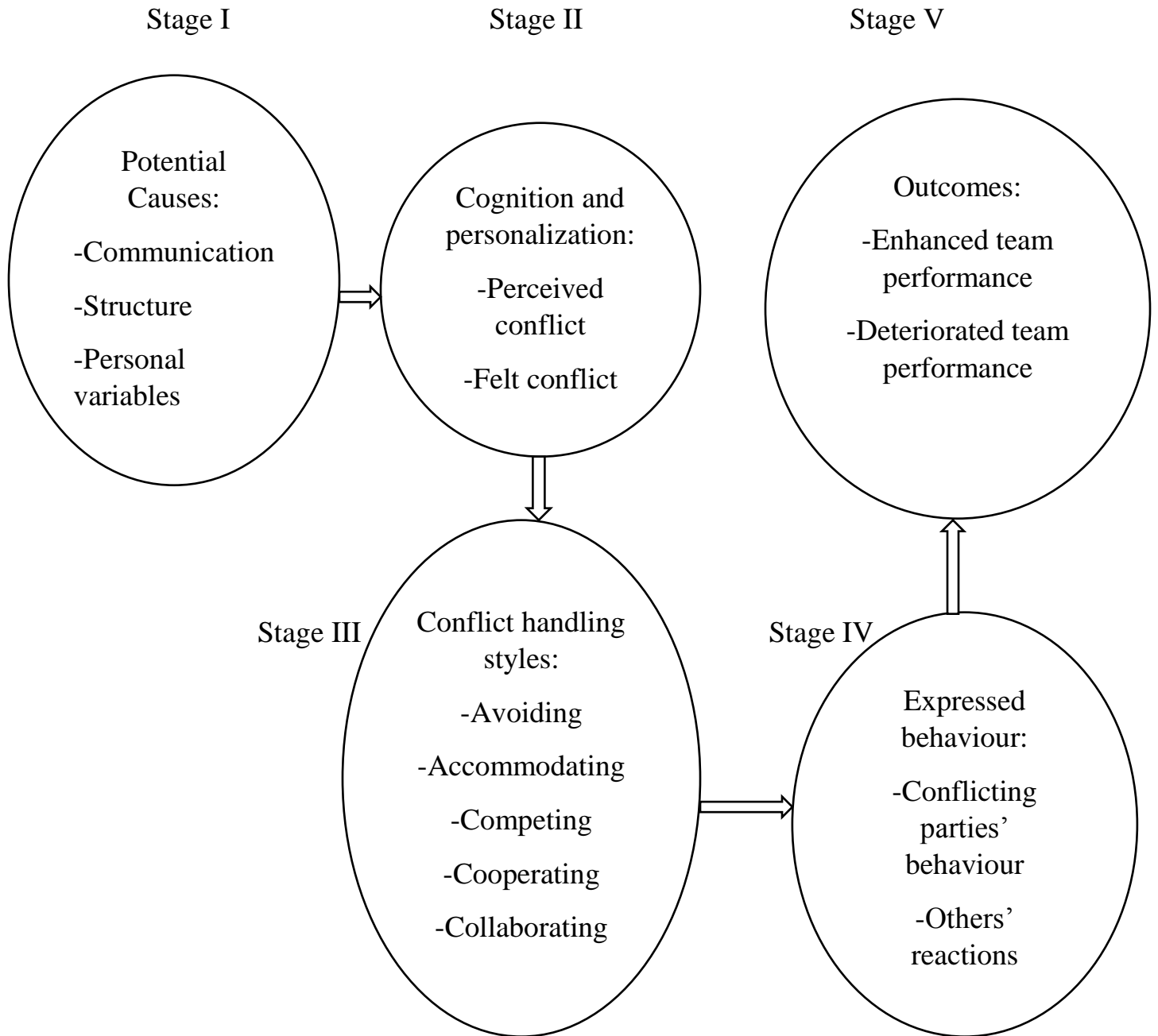


Figure 4. The Conflict Stages

Chapter 3. Application of the suggested methodological approaches

In the following section, elaborated methodological approaches and methods have been presented, along with a detailed Alternative Dispute Resolution at Workplace.

3.1. Methodology.

The study adopted a constructive quantitative technique, or "methodological approach," which tries to quantify information and objectively generalize data from a sample of a target population using statistical methods. This approach was chosen for the study because it is systematic, analytical, and objective, and it encourages the development of a hypothesis and the collection of evidence to test it (Siljanen, 2012). As a result, positivism promotes quantitative methodology, which calls for the use of precise, measurement-based data that is scientific in the sense that it is regularly analyzed using statistics with the aim of generalizing the findings.

A private corporation, as well as any type of organization, is likely to see competition, comparisons, and conflicts amongst departments and employees. Internal communication is actually deteriorating in private hospitals in African nations as a result of communication issues, which frequently result in many primary conflicts (Mayhew, 2018). Furthermore, tensions increased since managers spent less time talking to their staff. I will attempt to highlight the main vertical tensions and potential resolutions to these conflicts by addressing communication concerns, taking into account the nature of this study and the participants (Violetta, 2012). The new private management should prioritize enhancing corporate communication as one of its main goals.

3.2. Method and Instruments Used.

As the circumstances permitted, I used participatory observation, in which I consciously and methodically take into account the interests and sentiments of the people being studied. Since it involves intentional interaction between two people, it varies from

natural science observation in that it involves the study of man by man. The following strategies can be used when dealing with minor conflict situations to relieve tensions or buy time, and when the person in charge of settling the issue is in a lower position in the hierarchy. People need the capacity to disconnect, the capacity to resist stress, and the perception of gaining time in order to prevent conflicts (Prause, 2015).

3.2.1. Adaptation.

Low levels of aggression and high levels of cooperative availability are examples of this. It is recommended to set up procedures for managing conflicts by altering how reasonable opinions are expressed, developing performance, and upholding a state of deep understanding and peace. Adaptation with requires selflessness, obedience to commands, and occasionally bliss in their own best interests (Pradhan, 2017).

3.2.2. Compromise.

This calls for a reasonable amount of teamwork and aggressiveness. While some believe that both parties lose during negotiations because they "give more than they are prepared to give up," others believe that both parties gain. When important issues are at stake, when those involved in the conflict are on the same hierarchical level, or when there is a strong desire to find a solution, reaching a compromise is a smart strategy to handle conflict (Saranya, 2016). The optimal solution is one that is devised by a group of people rather than a single individual. Given this positive outcome, one can draw the conclusion that collaboration is the most effective way to solve issues.

3.2.3. Arbitration.

This is a procedure where a neutral third party hears arguments from both sides and renders a decision that is legally binding. They further state that there are typically no channels for appeal after arbitration. Arbitration is the most established, advanced, and well-regarded ADR technique in Portugal (Paskewich, 2014). It has established its significance and effectiveness, particularly in business domains. The advantage of arbitration is that it can result in speedy conclusions and individuals involved have some

degree of influence over the process. Arbitration procedures can be mandatory, if mandated by law, or voluntary, if submitted by the parties in disagreement through an arbitration agreement. They can therefore make decisions about things like the arbitrator's identity and the location and timing of the arbitration. Arbitration also has the advantages of being generally affordable and delivering final verdicts, which means that disputes are resolved through arbitration. According to Elkhoully (2012), arbitration has four drawbacks: the first is that the law forbids arbitrators from using some techniques that mediators are permitted to use; the second is that, in some situations, the law could better serve one of the parties than having an arbitrator issue a practical ruling; and the third is that arbitration employs an adversarial process that yields win-lose results.

3.2.4. Mediation.

An impartial third party aids in the resolution of a disagreement in this non-adversarial form of alternative dispute resolution (ADR). The mediator is unable to make a judgment call or issue an order on the situation. The parties may file a lawsuit if a fair settlement cannot be achieved. According to Kagucia (2014) mediation is a collaborative procedure for resolving conflicts in which two or more disputing parties are aided in their negotiations by a neutral third party and given the freedom to come to their own voluntary agreement on how to resolve the issues at hand.

The mediator organizes and supports the parties' decision-making process, allowing them to reach conclusions that are in the best interests of all parties involved in the conflict (Kagucia, 2014). According to Goldman et al., there are a number of reasons why firms prefer to utilize mediation even if it is mandated by law to be used in employment disputes. When there is a need for a continuing relationship after the conflict, when a quick resolution is required, when keeping costs in check is crucial, and when the issue must remain confidential, mediation might be helpful. Organizations have historically been less reluctant to use mediation.

They quote statistics demonstrating that whereas employers only wish to use mediation in 31% of cases involving discrimination, employees want to mediate 87% of those cases. Employers are hesitant to use mediation for a number of reasons, including cases with little merit, those where they might have to pay money, those where the opposing party is perceived as being uncommitted, those where the reliability of the witnesses is in question, and those where the employer is clearly protected by the law. The following things need to be avoided when handling disputes:

- ❖ Inequality in mediation.

Inequality during mediation might happen for three main reasons, according to Wing (Emmanuel, 2017), these are when one party fails to voice concerns or does not choose the desired outcome, when the mediator's impartiality is compromised, and when one party lacks the required negotiating leverage. A fourth possible source of inequality is when one party is less eloquent than the other party, which disadvantages them because they are less skilled negotiators. (Kagucia, 2014) holds the participants accountable for the disparity. She asserts that participants, not the mediator, are in charge of making sure that participants' interests are taken into consideration.

Additionally, it is outside of the mediator's purview to examine external power dynamics, and as long as the mediator maintains their objectivity, there is no reason for them to be concerned about claims of inequality (Agwu, 2013). This justification strikes me as harsh and unconvincing. It seems unfair to blame the weaker party for the problem and say the mediator is not responsible for it if there is a power imbalance. Additionally, it appears that the mediator may have a duty to strive to create an atmosphere where the parties are on more equal footing if one party is weak in the sense that they are less eloquent than the other party. It is difficult to envisage justice being served by such an approach in workplace mediations between a powerful employer and a relatively powerless employee unless the mediator has excellent interpersonal skills and an appropriate grasp of gender

and power issues. The repeated player effect, which Easterby-Smith (2015) noted to exist in arbitration, is another possible source of inequity in mediation. This indicates that if employers utilize mediation frequently and repeatedly, they are likely to grow more skilled at handling it and win cases against specific employees who are not frequent users of mediation as a result of this expertise. Although this has not been confirmed, the reasoning behind it looks solid enough to imply that it is probably true.

❖ Neutrality.

The objective of mediation as a dispute resolution procedure is to achieve a voluntary and consensual resolution through the use of a mediator. Neutrality and self-determination are the fundamental principles of mediation. According to Wing, neutrality consists of two components: impartiality and equidistance. She describes equidistance as the state of being equally separated from each party and impartiality as the circumstance where the mediator does not take a side. Equidistance necessitates that the mediator approach both sides equally, impartiality denotes an observer who is either entirely unbiased or without a perspective at all (Amason, 2013).

However, despite their best efforts to maintain objectivity, mediators are always required to compare the arguments of the parties and pass some sort of judgment on them. Simply listening to the parties' statements implies a thought process that involves either a conscious or subconscious evaluation of the parties (Eken, 2014). It is claimed that as a result of their interventions, framing, and determining the order of speech, mediators have an impact on the legitimacy of the parties' opinions. They assert that as a result of this mediator, both the mediation process and the results are influenced. The claim that since mediation is a business, mediators have an interest in developing a clientele and a reputation is another threat to their objectivity (Kagucia, 2014).

This indicates that mediators' efforts to reach agreements are influenced by self-interest since they want to be perceived favorably by customers who will likely offer them repeat

business. Furthermore, Mayhew (2018) contended that power disparities are not the mediator's fault and acknowledged that most of the criticism of mediation stems from the fact that it ignores power disparities. According to her, this assumption ignores social inequities since it presumes that both parties in a debate have an equal capacity for expression and action. The implication of this is that many members of marginalized groups do not view as neutral mediators who stay unbiased and equidistant while dealing with situations where there is a power imbalance (Paskewich, 2014).

This has caused many professionals in the area to believe that neutrality is unattainable and impractical. It is part of human nature to be unable to operate impartially. She points out that there is a common notion that all we can do is strive towards neutrality because it is unachievable due to human nature. This is a strong argument, and it suggests that declaring mediation dependent on the impartiality of the mediator is dooming it to failure. The dominant paradigm is another factor impacting neutrality in mediation. According to Wing, stories that are consistent with the society's prevalent cultural narratives have support that makes them simple for mediators to comprehend (Kothari, 2014).

If these narratives incorporate the mediator's personal experiences, their impact will be even greater. Additionally, this calls into question the fairness of using a symmetrical method because one party's story, which is supported by the dominant paradigm and the mediator's personal experience, requires the mediator to spend less time understanding it and should therefore be given less time (Mwangi, 2013). Mwangi emphasizes that even when the dominant paradigm is not expressed verbally, it is debatable whether a mediator who is chosen for his or her knowledge and experience can be said to be impartial, the viability of neutrality as well. They contend that the inclusion of the idea of impartiality in discussions of mediation obscures the role of power in the process (Agusioma, 2018). Whatever direction mediation takes; it must be based on sensible ideas. As a result, the notion that mediation is founded on true mediator neutrality needs to be examined and maybe replaced with something more grounded in reality (Agusioma, 2018).

❖ Deconstructing mediation.

The main benefit of mediation, according to Eken, (2014) is that it is a collaborative process that only works when both parties benefit. Another benefit of mediation is that it raises people's perceptions of procedural justice (Mwikali, 2016). Because it is successful, mediation is also widely used in the workplace. According to Agusioma (2018), almost 70% of workplace disputes in America are resolved by mediation. According to Williams (2012), mediation settlement rates typically range from 60% to 78%. Additionally, satisfaction levels following workplace mediation are at least 75%. But it's important to note that these satisfaction numbers are low. In 73 mediations, researchers (Elkhouly, 2012), (Denscombe, 2014), (Easterby-Smith, 2015), (Austin, 2013), and (Gonçalves, 2016) conducted interviews with participants both immediately following the mediations and again four to eight months later. They came to the conclusion that there is no correlation between immediate and long-term satisfaction with mediation's results. Kim (2015) suggested two reasons for these findings in an apparent attempt to minimize the relevance of their findings. First off, it's rare that agreements made during a single mediation session would address complex problems in a way that precludes recurrence.

Second, according to Kim (2015), agreements don't matter much in strained relationships. Attempting to defend outcomes demonstrating mediation does not give long-term pleasure by pointing out that mediation may not function effectively is futile because entrenched issues and strained relationships are characteristics of all escalated conflicts. Attributing escalated disputes' outcomes to conflict types rather than the mediation process looks like a fairly weak attempt at handling them. The most likely explanation for why Kim (2015)'s research revealed there was no association between short-term and long-term levels of satisfaction with outcomes remains unknown. This is due to the negotiators' dilemma, which claims that win-win results are unlikely to occur in cooperative dispute resolution processes because cooperative negotiations make it safe

for the parties involved to behave competitively yet cooperative behavior makes it dangerous (Saeed, 2014).

As a result, it is theoretically possible to anticipate that participants in collaborative processes like mediation will act in a competitive manner. As a result, it is likewise reasonable to anticipate that mediation will not result in long-term win-win situations, (Mayhew, 2018), his research consists of a single research project, which is insufficient to allow for generalizations. However, it is likely that this research has accurately defined one of the challenging parts of mediation because the negotiators dilemma provides theoretical basis for their findings. The negotiators dilemma poses a severe theoretical and practical challenge to many people's beliefs that mediation is a collaborative process that produces win-win results. This is supported by studies by (Kim, 2015). The observational approach is characterized by the following features: The topic covered by the act of noticing depends on approach is an interpretive one that emphasizes the present, daily living, and lastly the explanatory theories of the problems.

- ❖ Observation Sheet Description of the organization analyzed: the subject of this research is the private hospital and it involves 80 workers, 20 among them were analyzed and work at the same private institution.
- ❖ Analysis Department: department of human resources.
- ❖ Participants: supervisors and department officials. Head and director of the department. The duration of observation: working fifteen days. This study focus basically on the communication between officers and directors.

3.3. Alternative Dispute Resolution at Workplace.

According to Easterby-Smith (2015), the American Bar Association sponsored the National Conference on the Causes of Popular Dissatisfaction with the Administration of Justice in 1976, which is when the ADR movement first started. The meeting came to the conclusion that using alternative conflict resolution methods could relieve the strain on

the overburdened legal system. Following this seminar, the acronym ADR quickly developed into a crucial dispute resolution idea. The most significant change in this progression was the expansion of what ADR stands for to the point where it became clear that the term "alternative" was no longer very applicable (Eken, 2014).

According to Wikipedia, ADR has recently grown in popularity among the general public and the legal community. Currently, some courts demand that some parties use ADR of some kind, typically mediation, before allowing the parties' cases to go to trial. The growing caseload of traditional courts, the belief that ADR incurs lower costs than litigation, a preference for confidentiality, and the desire of some parties to have greater control over the choice of the person or persons who will decide their dispute are all possible explanations for the rising popularity of ADR. (Islam, 2012) defined alternative dispute resolution (ADR) as procedures and strategies used to help disputing parties reach a settlement without resorting to court action. It is a general word covering approaches that parties can use to resolve disagreements, either with or without the aid of a third party. Instead of using lengthy procedures, alternative dispute resolution (ADR) offers people a voluntary way to address disagreements (Mayhew, 2018). However, ADR encourages collaboration, communication, and innovation to overcome conflict at work. The emphasis is on the parties cooperating to get a satisfactory conclusion, demonstrating that there is a larger chance of settling the conflict when parties agree to mediate early in the process. Alternative dispute resolution methods are accessible at any stage of a disagreement. This argument is supported by (Mwikali, 2016), who claims that all respected law schools now teach ADR and that attorneys need more expertise in conflict resolution than they do in litigation. These factors make it evident that the term "alternative" is no longer applicable in ADR. It is also obvious that ADR encompasses all possibilities for resolving disagreements.

Resolution itself is a contentious concept. This previously covered the various perspectives on what constituted resolution. The best definition of resolution was

therefore determined to be a broad one that refers to a win-win outcome where all parties were happy with the results (Ey.com, 2018). However, all of the definitions of ADR taken into account in this literature review recognize that ADR also includes strategies that produce lose-lose and win-lose outcomes in addition to win-win outcomes. Therefore, it is inappropriate to use the word resolution to define what ADR has evolved into today. A phrase that encompasses win-win, win-lose, and lose-lose outcomes should be used in its place. The definition of the term dispute in this thesis that is, problems that have developed to the point where the parties cannot resolve them on their own is likewise problematic. ADR strategies include procedures like holding tense conversations where the parties genuinely attempt to resolve their disagreements on their own (Olang, 2017).

In this sense, it is possible that the term "conflict" is no longer adequate to describe what ADR has evolved into. Finally, (Denscombe, 2014) acknowledged that they frequently referred to the procedures covered by ADR as "Conflict Management," even though they do not suggest that ADR be given the Conflict Management moniker. There is a strong case for replacing ADR with a phrase that precisely specifies what ADR currently signifies, such as Conflict Management, as there is confusion about what ADR is and the abbreviation ADR obviously does not reflect what ADR has now become. According to (Ibua, 2017), workplace conflict management systems that are based on ADR have grown so generally accepted that by 1999, roughly half of the top private employers in the US had such systems in place. Systems theory is supported by (Siljanen, 2012) explanation of the rationale for organizations' adoption of ADR systems.

He makes the case that all successful businesses have objectives. All organizations likely share the goal of wanting to deal with conflict constructively because it exists in all aspects of life and can be handled either way. Even if people do not agree with the actual answers, he believes that successful organizations manage conflict in a way that strengthens connections and makes everyone content with the procedures followed to

resolve disagreements. According to (Olang, 2017), an increasing proportion of workplace conflicts are being settled in courts and other state-controlled forums, which is the primary cause of the trend in US firms to adopt ADR procedures to handle workplace conflict than any other nation. When a dispute reaches this stage, companies face increased risks and expenses and lose control over the handling of the process and the result. (Siljanen, 2012) take a slightly more cautious approach to this problem. They assert that the adoption of ADR systems has been influenced by four major themes. This argument is supported by (Saeed, 2014) who claims that all respected law schools now teach ADR and that attorneys need more expertise in conflict resolution than they do in litigation. These factors make it evident that the term "alternative" is no longer applicable in ADR.

It is also obvious that ADR encompasses all possibilities for resolving disagreements. Resolution itself is a contentious concept. This review previously covered the various perspectives on what constituted resolution. The best definition of resolution was therefore determined to be a broad one that refers to a win-win outcome where all parties were happy with the results (Amason, 2013). However, every definition of ADR taken into account in this literature analysis acknowledges that ADR contains techniques that produce win-win outcomes as well as win-lose and lose-lose outcomes. Therefore, it is inappropriate to use the word resolution to define what ADR has evolved into today. A phrase that encompasses win-win, win-lose, and lose-lose outcomes should be used in its place. The definition of the term "dispute" in this thesis that is, problems that have developed to the point where the parties cannot resolve them on their own is likewise problematic. ADR strategies include procedures like holding tense conversations where the parties genuinely attempt to resolve their disagreements on their own (Violetta, 2012). In this sense, it's possible that the term "conflict" is no longer adequate to describe what ADR has evolved into. Last but not least, (Mayhew, 2018) stated that they frequently used the word conflict. They do not suggest changing the name of ADR to Conflict

Management, but rather use the term "Conflict Management" to define the processes that ADR now covers.

There is a strong case for replacing ADR with a phrase that precisely specifies what ADR currently signifies, such as Conflict Management, as there is confusion about what ADR is and the abbreviation ADR obviously does not reflect what ADR has now become. According to Robert (2013), workplace conflict management systems that are based on ADR have grown so generally accepted that by 1999, roughly half of the top private employers in the US had such systems in place. (Pradhan, 2017) provides a coherent explanation of the reasoning behind enterprises' use of ADR systems theory. He makes the case that all successful businesses have objectives. All organizations likely share the goal of wanting to deal with conflict constructively because it exists in all aspects of life and can be handled either way. Even if people do not agree with the actual answers, he believes that successful organizations manage conflict in a way that strengthens connections and makes everyone content with the procedures followed to resolve disagreements. According to (Eken, 2014), an increasing proportion of workplace conflicts are being settled in courts and other state-controlled forums, which is the primary cause of the trend in US firms to adopt ADR procedures to handle workplace conflict than any other nation. When a dispute reaches this stage, companies face increased risks and expenses and lose control over the handling of the process and the result.

(Easterby-Smith, 2015) take a significantly more cautious approach to this problem. They assert that the adoption of ADR systems has been influenced by four major themes. Dissatisfaction with the judicial system is the first of these. They claim that practically everyone has a negative opinion of courts and legal institutions. This is at odds with (Rahim, 2017) assertion that (powerful) firms are adopting ADR because the legal system is increasingly defending the interests of weaker employees. The claims made by (Oxenstierna, 2011) were unfounded and difficult to believe. A long-term decrease in the

labor movement is the second trend that (Oxenstierna, 2011). note. They contend that human resource management systems have tried in vain to fill the hole created by the collapse of the union movement.

They omit to emphasize the fact that the collapse of the union movement has made powerless workers even more helpless. As a result, this pattern can also be explained by the fact that the powerful are actually exerting more influence over the weak. They note a third tendency in firms' desire to use ADR-based conflict management systems, which is a desire to lessen the intensity of destructive conflict. This suggests that companies that have implemented ADR-based systems did so with the expectation that they would assist lower levels of harmful workplace conflict. The last trend observed by (Kagucia, 2014). is that businesses are now examining their operational effectiveness as a result of deregulation and greater competition. This has caused people to realize that effective workforces give businesses a competitive edge. They claim that because of this goal for better performance, firms are moving closer to implementing ADR systems. This suggests that one of the main motivations for firms to implement ADR systems is a desire to lower the expense of harmful workplace dispute.

Conclusion

Conflicts of many kinds were analyzed, and the institution mentioned earlier is where they are most frequently seen. The behaviors observed on the notes revealed that the perception gap between the time workers spend developing their professional skills and the time required to complete a task or learn a new skill is the most prevalent type of conflict.

The number of employees in the department under study is being reduced, which maintains this form of friction. In these circumstances, staff missions have increased dramatically while opportunities for positive employee stimulation have declined. The first issue in the dispute resulting from the divergent viewpoints of the leader and the subordinate is how the employees use their time, which they must do, twenty percent of those observed. Managerial style is another source of vertical conflict between senior executives and department leaders as fifteen percent of those noticed. A discrepancy in how employees and employers view efficiency as a result of the manager's management style is one of the most frequent obstacles between the two parties. We shifted our attention away from disagreements arising from differences in perception and toward the limitations imposed by the party transmitting or receiving messages, ten percent of those observed. The conflict's distortion, which is experienced by five percent of people, is another factor. Another element contributing to the dispute between the department head and his assistants, ten percent of those observed is the language of the inadequate communication, whether done so on purpose or not by the sender. The most important ability for improving communication performance is feedback regarding the impact of their messaging on individuals. It is assumed that feedback information is gathered but not actually shared when a message is sent but not received. Managers could encourage

employees to share their opinions when they also want to make sure that the message was understood correctly, ask questions, and pay attention to needs. Both formal and informal communication must be covered by organizational communication. It is better to use methods like listening to employees' complaints and suggestions, but a supervisor who wants to be effective should concentrate on the significance of communication both informal and formal communication and maintain constant contact with workers by figuring out the most effective communication channels. Managers have to ensure effective and clear communication using straightforward language that is appropriate for experience, talking simply, and accepting the truth as it is. The data that is given must have some relevance to the communication setting. Messages Delivered as Facts The manager's efforts to win the workers' trust are influenced by the discrepancy between words and actions. Because it clarifies the conflicting requirements, communication is crucial in all types of organizational conflict. Conflicts are ever-present in people, and they show up within this hierarchy. Organizations as social systems are separated into departments according to a hierarchical structure, and people are typified by the constant conflicts that arise within this hierarchy. It is crucial that managers specify their management structures since disputes have the potential to have both beneficial and disastrous results. If the mission is to be successful, competent conflict management within the organization is required. Science administrators may not dedicate time and effort to dealing with conflict situations that have been "smoldering" for years and do not create techniques for handling different types of conflicts because they view them as insignificant. The economic crisis and the restructuring measures taken by private businesses appear to have made things worse. The study found that using collaboration, negotiation, and mediation to resolve disputes had a positive impact on staff performance in private hospitals in African nations. The performance of personnel in the selected private hospitals in African nations was positively and significantly impacted by these three conflict resolution techniques. However, using avoidance tactics to resolve disputes

had a detrimental impact on staff productivity in the selected private hospital in Africa. Therefore, unless the issue is minor, avoidance should not be used as a method of conflict resolution in private hospitals in African nations. The research concludes that employee performance was significantly influenced by negotiation, mediation, collaboration, and avoidance methods. We can see that there is employee awareness of the significance of disputes in the hospital when looking at the findings about the prevalence of conflict and its impact on the performance of the hospitals through different sectors. As it is crucial that seasoned employees reject conflict as a factor in the organization's hospitals performance, the majority of employees up to 83% engage in conflict while working. Therefore, this point of view is partly responsible for the historical, more serious negative experience of disagreements with long-term employees. The difference in conflict recognition and its impact on the organization's ability to conduct business becomes apparent through the study of the response connected to that type of proprietorship. To be more precise, there is a significant measurable association on the level of significance between the government and private sectors, with the government sector having a rate that is almost twice as high in relation to the question of how conflicts affect an organization's ability to carry out its business. The prospect of a long-awaited shift in administration calls for a number of adjustments and improvements in order to professionalize this area. raising managers' awareness of the necessity of "tuning in and decoding the pulse" of the business and the value of internal communication, uphill and downward. A successful performance can be ensured by creating a collaborative environment, increasing organizational consciousness, and creating a group soul that gives common aims. Recognizing the cause of the conflict and then managing the problems that ensue are the goals of all conflict management techniques. Conflict theories enable people to conduct assessments that lead to creative solutions. Managerial style is another source of vertical conflict between senior executives and department leaders (fifteen percent of those noticed). A discrepancy in how employees and

employers view efficiency as a result of the manager's management style is one of the most frequent obstacles between the two parties. We shifted our attention away from disagreements arising from differences in perception and toward the limitations imposed by the party transmitting or receiving messages ten percent of those observed.

References

1. Agusioma, N. L. (2018). The Influence of Staff Conflict Resolution on Employee Performance at Public Service Commission in Kenya. *International Journal of Current Aspects in Human Resource Management*, 1(2), 1-10.
2. Agwu, M. O. (2013). Conflict management and employees performance in Julius Berger Nigeria PLC. *International Journal of Academic Research in Management*, 2(4), 125-139.
3. Amason, & S. (2013). Analysis of conflict management and leadership for organizational change. . *International journal of research in social sciences*, 3(1) , 16-25.
4. Austin, R. (2013). *Measuring and managing performance in organizations*. Addison-Wesley. England: Open University Press.
5. Denscombe, M. (2014). *The Good Research Guide: For Small-Scale Social Research Projects*. . England: Open University Press.
6. Easterby-Smith, M. T. (2015). *Management and Business Research (5th ed.)*. SagePublicationsLtd.
7. Eken, I. (2014). Leadership Styles and Cultural Intelligence. *Journal of Leadership, Accountability and Ethics*, Vol. 11, No. 3, 154-165.
8. Elkhoully, S. M. (2012). The Relationship Between Cognitive Cultural Intelligence and Dominating Conflict Resolution Style in the Industrial Sector in Egypt. *Competition Forum*, Vol.10, No.1, 222-230.
9. Emmanuel, M. P. (2017). Employee empowerment and performance of public universities in Kenya. . *Strategic Journal of Business & Change Management*, 4(3),, 479-495.

10. Evans, A. (2017). Workplace diversity and intercultural communication: A phenomenological study. *Cogent Business & Management*, 4(1), 60-79.
11. Ey.com. (2018, March 9). *Diverse teams are proven to stimulate innovation and new ways of problem solving*. Retrieved from Ways of solving conflicts: <http://www.ey.com/gl/en/about-us/our-people-andculture/diversity-and-inclusiveness>[Accessed 9 Mar.2018].
12. Gonçalves, G. R.-R. (2016). Cultural Intelligence and conflict management styles. *International Journal of Organizational Analysis*, 24 (4), 725-742.
13. Ibuga, M. P. (2017). Employee empowerment and performance of public universities in Kenya. . *Strategic Journal of Business & Change Management*, 4(3), 479-495.
14. Iravo, S. (2011). Effect of conflict management on performance of public secondary schools in Machakos County. *Journal of Management and Strategy*, 9(1), 27-35.
15. Islam, J. &. (2012). A review of literature on contingency theory in managerial accounting. *African journal of business management*, 6(15), 5159.
16. Kagucia, C. N. (2014). Effect of dominance conflict resolution strategy on employee performance in Kenyan Public Universities. *International Journal of Management Research & Review*, 4(7), 704- 714.
17. Kim, E. (2015). Effects of taking conflict personally on conflict management styles across cultures. *Personality and Individual Differences*, Vol.72 No.1, 143-149.
18. Kothari, C. R. (2014). *Research methodology: Methods and techniques (2nd ed.)*. New Delhi: New Age International (P) Limited.

19. Lazarus, U. K. (2014). Conflict management techniques and employees' productivity in a Nigerian State Civil Service. *Journal of Business and Management Sciences*, 2(4), 90-93.
20. Li, M. M. (2012). When Do Global Leaders Learn Best to Develop Cultural Intelligence?: An Investigation of the Moderating Role of Experiential Learning Style. *Academy of Management Learning & Education*, 12(1), 32-50.
21. Longe, O. (2015). Impact of workplace conflict management on organizational performance: A case of Nigerian manufacturing firm. *Journal of Management and Strategy*, 6(2), 83-89.
22. Martin, G. (2014). The Effects Of Cultural Diversity In The Workplace. *Journal of Diversity Management (JDM)*, 9(2), 89-100.
23. Mayhew, R. (2018). *Examples of Cultural Differences in the Workplace*. Retrieved from Cultural Differences: <http://smallbusiness.chron.com/examples-cultural-differences-workplace-11494.htm>
24. Mwangi, C. &. (2013). Effects of workplace conflicts on employee performance in the air transport industry in Kenya. *Prime Journal of Business Administration and Management*, 3(6), 1083-1089.
25. Mwanza, N. M. (2012). Determinants of employee performance in the public universities: A case of the Academic Divison at Main Campus. *University of Nairobi*.
26. Mwikali, C. S. (2016). *Influence of implementation of conflict management techniques on employees' performance*. Retrieved from Kenya Power Company: <http://erepository.uonbi.ac.ke/handle/11295/97186>
27. Olang, B. (2017). *The influence of conflict management on organizational performance: A case of Stima Sacco Society Limited*. . Retrieved from United States International University: <http://erepo.usiu>.

28. Oxenstierna, G. M. (2011). Conflicts at Work—The Relationship with Workplace Factors, Work Characteristics and Self-rated Health. . *Industrial Health*, 49(4), 501-510.

29. Parmenter, D. (2015). *Key performance indicators': Developing, implementing, and using winning KPIs*. John Wiley & Sons. Retrieved from Developing, implementing, and using winning KPIs. John Wiley & Sons: <https://doi.org/10.1002/9781119019855>

30. Paskewich, J. C. (2014). Rethinking organizational hierarchy, management, and the nature of work . *Ephemera*, 14(4), 659-672.

31. Pradhan, R. K. (2017). *Employee performance at workplace: Conceptual model and empirical validation*. Retrieved from Business Perspectives and Research: <https://doi.org/10.1177/2278533716671630>

32. Prause, D. &. (2015). Conflict management practices for diverse workplaces. *Journal of Business Studies Quarterly*, 6(3) , 13-22.

33. Rahim, M. A. (2017). *Managing conflict in organizations*. Retrieved from Routledge: <https://doi.org/10.4324/9780203786482>

34. Robert, K. &. (2013). Impact of conflict and conflict management on organizational performance. *International Journal of Modern Business—Issues on Global Market*,1(3), 1-19. .

35. Saeed, T.-u.-H. (2014). Leadership styles: relationship with conflict management styles. *International Journal of Conflict Management*, 25(3), 214-225.

36. Saranya, S. (2016). Influence of Conflict Management Styles and its Impact on Organizational Commitment among Women Employees in IT Sector in Chennai City, Tamil Nadu, India. *The International Journal of Business & Management*, 4(8), 253-258.

37. Siljanen, M. (2012). Employee performance management. *Research Journal of Finance and Accounting*, 2(7), 37-44.
38. Stannack, P. (2016). (2016). *Perspectives on employee performance*. Retrieved from Management research news: <https://doi.org/10.1108/eb028456>
39. Violetta, B. (2012). *Development of conflict management strategies to increase the organizational effectiveness in Nordic companies*. Retrieved from Reykjavik University: <https://skemman.is/bitstream/1946/12716/1/MIB0612>
40. Williams, R. S. (2012). *Performance management: Perspectives on employee performance (3rd Ed.)*. International Thomson Business Press.
41. Derev'yanko, Y., Lukash, O., Shkarupa, O., Melnyk, V., & Simonova, M. (2020). Greening Economy vs Greening Business: Performance Indicators, Driving Factors and Trends. *International Journal of Global Environmental Issues*, 19(1/2/3), 217–230. <https://doi.org/10.1504/IJGENVI.2020.10037584>
42. Kozlov, D., Derev'yanko, Y., Piven, V., Melnyk, L., & Kubatko, O. (2021). The Financial State of Local Communities: A Comparative Research of Ukraine and the Czech Republic. *Economics and Business*, 35(1), 165–173. <https://doi.org/https://doi.org/10.2478/eb-2021-0011>
43. Derev'yanko, Y., Lukash, O., Litsman, M., & Svitlychna, A. (2020). The State and Trends of Enterprises Efficiency on the Basis of Modern Indicators. *Mechanism of Economic Regulation*, 87(1), 106–115. <https://doi.org/https://doi.org/10.21272/mer.2020.87.09>
44. Derev'yanko, Y., Lukash, O., & Kyrychenko, O. (2018). Modern Approaches to the Hysteresis Analysis in Economic Systems and EU experience. *Mechanism of Economic Regulation*, 79(1), 45–52. <https://doi.org/https://doi.org/10.21272/mer.2018.79.03>

45. Derev'yanko, Y., Lukash, O., & Marchenko, T. (2016). Companies' Innovative Development Trends in the Green Economy. *Механізм Регулювання Економіки*, 74(4), 77–85. <http://essuir.sumdu.edu.ua/handle/123456789/66416>