**Organizational Conflict: Species and Effects, Management of Organizational Conflict**

First: Organizationalconflict: species and relics

March and Simon set three levels of conflict:

Individual Conflict: Related to Individual Decision-Making

Organizational conflict: is the conflict of individuals or groups within the organization

Conflict between organizations: be between organizations or between groups

**1- Conflict at the individual level:** This type occurs between the individual and himself and its impact on the behavior of the individual and his relationships at work and his or her achievement of the objectives of the organization in which he is a member, and the individual must choose opposing alternativesbased on his or her goals, expectations, values and beliefs,but he or she is obliged to choose one of the alternatives.

This type includes two types of goal conflict and role conflict:

**1-1-Goal conflict:** Occurs when the goal to be achieved has negative and positive manifestations at the same time or when the individual faces the choice between two or more goals and has to choose one of them and take the following pictures:

**The conflict between two positive objectives: it** cannot be achieved together, for example, the choice between staying in his current job or converting it to another section.

**Conflict between a positive goal and a negative goal:** positive elements facing negative elements, such as: management gives a worker a bonus in his monthly salary (positive) but decides for him additional hours (negative element)

**Conflict between two negative objectives:** the individual faces the choice between two negative goals that he does not wish to achieve either of them and here the individual works to choose the least harmful goal,for examplethe individual faces the choice between moving to a lower job or transferring it to another rural branch of the same organization

**1.2.Role Struggle:** Hunt believes that the conflict of role is the individual's creation of a number of social roles, and that the roles may have some confusion, difference and conflict.

Other classifications of conflict: There are many types of conflicts that can be seen through:

**Conflict in terms of**function: it is divided into

**Career conflict: When the objectives match for two parties within the organization or at the level of the organization, with the aim of** improving and developing job performance, where working groups that are homogenous with their ideas have a greater ability to provide effective and innovative solutions and proposals

**Non-functional conflict:** it is the result of interaction between two different parties in objectives and solutions in such a way that it sabotages and hinders the organization's success in achieving its objectives

**Conflict in terms of substance: It**can be noted: official conflicts take place between parties recognized in accordance with the law, they are visible and declared conflicts between two parties with official status such as trade unions and employers

**Informal**conflicts: These are undeclared internal conflicts between informal groups such as those between groups of workers with common characteristics of their behaviour and their supervisors, or even among them, a manifestation of this conflict: absenteeism, slowness at work, destruction of production...

**Conflict according to its**directions: it includes the following types:

**Horizontal**conflict: occurs between workers, groups or departments of the same organizational level.

**Vertical conflict:** occurs between the supervisor and his co-workers who do not agree on the conflict on the appropriate way to achieve the goals

**The consequences and effects of the conflict:**

The presence of conflict in the organization at a certain level is a positive source or incentive for individuals, groups and organizations, but reaching a high level of conflict may have more negative than positive effects:

**First: Positive results:**

**Negative results:** Negative results include:

* Conflict can lead to adverse effects on the mental and physical health of individuals, leading to negative attitudes and behaviors towards individuals and each other.
* Paralysis in behavior accompanies psychological tension that leads to frustration, anger, uncertainty, poor confidence and loss.
* Each party to the conflict may be radicalized in assessing its interest at the expense of the overall interest of the organization, thereby leading to widespread self-interest and selfishness.
* Lack of satisfaction among people in conflict, resulting in low morale and lack of team spirit, thereby hampering collective cooperation
* Conflicts may lead to reduced performance and productivity as a result of a conflict between management and staff
* Conflict wastes time, effort and money, whether as a direct result of the conflict or as a result of the administration's attempts to remedy the conflict.
* Diverts energy and effort from the real mission of the organization

**Positive effects of conflict: Modern administrative thinkers recognize the positive impact of** organizational conflict when they say that conflict is unavoidable and is the result of conditions and conditions in the organization and is an effective element of change and therefore

* The organized conflict is useful as the basis for progress, creativity and the development of new ideas, which will make the organization developed and adapted to the changes around it.
* Regulatory conflict generates energy for individuals and highlights potential capabilities and preparations that do not emerge under normal circumstances
* Functional conflict usually involves the search for a solution to a problem and through this solution the necessary changes to the organization's system are discovered
* Conflict is a kind of communication and conflict resolution opens up new and lasting ways of communicating
* Conflict helps to satisfy the psychological needs of individuals, especially those with aggressive tendencies.
* Conflict may lead to the unveiling of facts and information that may help diagnose some of the organization's actual problems
* Conflict can be a new educational experience for working people.
* Works to clarify issues that raise disagreement between individuals
* Helps increase productivity and grows

**Negative results**

**- Puts the problem that has been neglected in front of the search clearly**

**Motivates workers to understand each other**

**- Encourages new ideas that facilitate innovation and change**

**- May improve the quality of the decision**

**Improves the level of regulatory commitment**

**- May have led to negative emotion and frustration**

**- Reduces the level of communication needed for coordination**

**- Leads to a shift from a pattern of participation to an authoritarian pattern**

**- It may result in negative stereotyping**

**- Emphasizes loyalty to the group**

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**Positive results**

**Second: Managing organizational conflict:**

The proper management of the organizational conflict transforms the energy generated by conflict into a force and impact that takes on a positive rather than a negative character, and the goal here is not to eliminate the conflict but to use it to turn this energy and ideas from the parties to the conflict into good results for the organization and its members.

Robbins defines it as "theprocess of using solutions and stunts to achieve thedesired level ofconflict."

Cook and Mensaker have developed a model for conflict management that includes some steps that help the administrator to choose strategies that correspond to the unity of conflict and apply them in practice to effectively manage the conflict:

* Learn how conflict occurs and develops between individuals and groups
* Identify the causes and sources of conflict and its development between individuals and groups
* Examining negative and positive conflict outcomes
* Monitoring the performance of employees that take two paths: improving performance or poor performance

Conflict management is deeper than conflict resolution because it does not end with its silver or depression, but focuses more on the future of conflict than on its present or past and manages conflict at the level of policies, expectations and convictions as well.

**Conflict management tasks: The management of organizational conflict adopts the**following tasks:

* Reducing the causes of negative conflict and radically resolving it and ensuring that it does not recur
* Keeping positive conflicts within safe areas that benefit work without turning into negative conflicts
* Develop an enterprise that feeds on the institutional learning cycle and aims to provide self-contained solutions to conflicts that come out of the staff themselves without being imposed on them by management
* Providing the necessary security and stability for the working environment in order to stimulate innovation and eliminate fear in the interest of the enterprise
* Discover complete conflicts under the surface to facilitate their management and dealing with them before they worsen