**The process of conflict:**

Conflict can be considered a dynamic process, and as organizational conflict is a dynamic process that arises and develops through successive stages or chains called the life cycle of conflict, there are many models showing the stages of conflict, among these models, the Lewis Bondi model, which is the most widespread model.

**Louis pondy** suggested a model in which he outlined the stages of the conflict process as follows:

**Figure 1: Stages of the Conflict Process**

**Latent or implicit conflict**

**Thoughts and emotions of the parties to the conflict**

**Perceived conflict**

**Feeling conflict**

**Contracting the intention to act in a certain hostile manner**

**Post-explicit conflict**

**Reaction of the other party (opponent)**

**Actually doing hostile behavior.**

**explicit conflict**

**The genesis of conflict**

**Implicit conflict phase:** Includes the conditions or circumstances causing the emergence of conflict, which are often related to competition for resources, differences in objectives, and other causes that contribute to the implicit birth of conflict.

**Perceived conflict:** At this stage, the parties to the conflict begin to realize or observe a conflict among themselves, at which stage information plays an important role in feeding images and perceptions of conflict as it flows through the channels of communication available between individuals and groups.

**Conflict feeling** phase: This is where conflict crystallizes more clearly, where forms of individual or collective anxiety are generated that encourage conflict, and the vision of its nature and causes is formed.

**The stage of explicit** conflict: At this stage, the individual or the group resorts to an open public approach to expressing the conflict against the party or other parties, expressed in various ways by aggression and public bickering.

**Post-conflict explicit: At this stage begins the process of managing the conflict, and the management of the organization must face the situation courageously and try to identify the roots of the** problem and solve it, and if this is done, it may lead to increased functional cooperation between individuals or groups, but if the administration tries to create and strengthen the conflict or resort to the development of non-comprehensive compromises, this alternative will increase the intensity of the conflict that disappears and then returns to its first stage.

**Causes of organizational conflict:**

There are many factors that play a role in the emergence of conflict within the organization:

**The focus of values:** There is a difference in the prevailing ideological or ideological values and since values are characterized by divorce and reject relativism, and they do not accept bargaining, so the stronger the adherence to them, the greater the likelihood of conflict.

**The focus of interests and ways of distributing them:** Every person or every official or informal group in administrative organizations has an interest that varies according to their interests or ambitions, and if the realization of one of the interests related to one person is supposed to cancel or decrease the interests of another party, there must be competition or conflict.

**The focus of prestige and prestige:**

The conflict over status and prestige at the higher administrative levels, due to the fact that the administrative leaders who were able to satisfy their material needs seek to enhance their social needs that lead them to the position of priority and linked prestige and prestige to power, power and capacity in the organization, he expects the conflict between the administrative leaders to rage in order to reach the head of power

**Axis of influence: Most middle** and lower management employees determine their interests in the light of their relationships with the senior leadership that holds control, whenever any of them can win the friendliness and support of those leaders have a measure of influence that enables them to achieve their interests even at the expense of the interests and needs of others.

**5. The focus of terms of reference and responsibilities:**

Terms of reference are one of the justifications for the conflict between presidents and subordinates, and subordinates are keen for presidents to give them some powers to achieve flexibility in work and to support their personalities and creative energies, but presidents remain in power either because of lack of confidence in their subordinates or fear for their influence, status, etc.

Hogan points out that there are reasons for organizational conflict:

* **The multiplicity of informal organizations:** there are reasons for the conflict:

The characteristics of the group (e.g. the formation of small groups) the more informal organizations this is a cause of conflict between them, and this threatens the existence and effectiveness of the organization,

* **Over-highlighting, supporting and applying the advantages of competitive style:**

By linking it to rewards and material and moral incentives to launch creative and innovative capabilities in order to double the production of organizations in quantity and quality, which leads to the creation of personal sensitivities among workers that may reach the point of conflict between them when there are no specific criteria among them to measure their effectiveness, especially if there is bias even a small percentage by management on each other or there is a bias even a small percentage by the administration on some of them, or there are significant differences between them preventing consistency between His events.

**Some of the causes of the conflict are due to individual and personal reasons:**

* The diversity of individuals' personalities, values and morals, which provokes bickering, conflict or clash of views.
* Difference or conflict of objectives and interests.
* Selfishness: Each or more parties seek to fully align their interests without regard to or tression of the interests of the other.
* A fondness for power, the pursuit of a position of power and the official influence it creates facilitates the realization of self-interest.
* The pressures of time and work and the tension and nervousness they cause are also a cause or a catalyst for conflict.
* Opposed to the demands of both work and the family in terms of time and thinking.