

# ORGANISATIONAL CONFLICT

# INTRODUCTION

- ✓ Conflict is an integral part of every day life of an individual or of an organisation. We often hear people saying “there is conflict in his mind” or “they have conflicting views” or “They are in conflict” whenever there is interaction there is conflict.
- ✓ Accordingly to W.Wrigley Jr “when two people in business always agree, one of them is unnecessary.
- ✓ Conflict has considerable influence on the behaviour, performance and satisfaction of employees.

# Definition

- ✓ Follett simply defines conflict as, “The appearance of difference, difference of opinions, of interests.”
- ✓ “A simple definition of conflict is that it is any tension which is experienced when one person perceives that one’s needs or desires are or are likely to be thwarted or frustrated.”

# Meaning

- ✓ We can say that fighting, hostility and controversy, all of which can be called conflict, are nearly everyday fare for individuals and groups, although they are not always evident. It is an absolutely predictable social phenomenon and it should be channeled to useful purposes.

# Features of conflict

- ✓ From the organisational point of view following are the broad features of conflict :
  1. Conflict occurs when individuals are not able to choose among the available alternative courses of action.
  2. Conflict between two individuals implies that they have conflicting perception, values and goals.
  3. Conflict is a dynamic process as it indicates a series of events. Each conflict is made up of a series of interlocking conflict episodes.
  4. Conflict must be perceived by the parties to it. If no one is aware of a conflict, then it is generally agreed that no conflict exists.