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Lecture N 05 – Organizational Conflict

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Concept of Organizational Conflict

- ▶ Disagreement between groups regarding goals
- ▶ Rejection of another party's behavior
- ▶ Opposition due to differences in values, attitudes, goals, and perceptions
- ▶ Affects behavior and decision-making
- ▶ Interaction between individuals and groups
- ▶ Results from lack of agreement or harmony

Organizational Conflict Definition:

Organizational conflict refers to disagreements or opposition between individuals or groups in an organization caused by differences in goals, values, attitudes, or perceptions, which influence behavior and decision-making.

Causes of Organizational Conflict

- ▶ Differences in values and goals
- ▶ Weak communication
- ▶ Ambiguity and lack of clarity
- ▶ Group division and new loyalties
- ▶ Competition for positions
- ▶ Dominant personalities
- ▶ Lack of leadership
- ▶ Individual differences

Characteristics of Organizational Conflict

- ▶ Interactive behavior between individuals or groups
- ▶ Behavioral imbalance and disturbance
- ▶ Awareness of disagreement
- ▶ Often ends when one party is defeated

Types of Organizational Conflict

- ▶ Intrapersonal Conflict
- ▶ Interpersonal Conflict
- ▶ Intergroup Conflict
- ▶ Vertical Conflict (hierarchical)
- ▶ Horizontal Conflict (functional)

Stages of Organizational Conflict

- ▶ Latent Conflict Stage
- ▶ Perceived Conflict Stage
- ▶ Manifest (Open) Conflict Stage
- ▶ Aftermath of Conflict

Note: Modern management views conflict as necessary and manageable.

Conflict Management Methods

Stimulating Conflict:

- ▶ Motivating stronger causes
- ▶ Increasing competition

Reducing Conflict:

- ▶ Setting common goals
- ▶ Removing conflict leaders

Management Techniques

- ▶ Transform conflict from negative to positive
- ▶ Use competition with clear standards
- ▶ Use authority or force when necessary
- ▶ Accept contradictions and expand opportunities



Key Terminology

- **Organizational Conflict:** الصراع التنظيمي
- **Intrapersonal Conflict:** الصراع الشخصي الداخلي
- **Intergroup Conflict:** الصراع بين الجماعات
- **Vertical Conflict:** الصراع الرأسي
- **Horizontal Conflict:** الصراع الأفقي
- **Latent Stage:** المرحلة الكامنة
- **Manifest Conflict:** الصراع الظاهر
- **Conflict Stimulating:** تحفيز الصراع
- **Disagreement:** عدم الاتفاق
- **Opposition:** المعارضة
- **Rejection:** الرفض
- **Interaction:** التفاعل
- **Harmony:** الانسجام
- **Agreement:** الاتفاق

