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## A Mini Review of Conflict Management Styles in Workplaces: The Significance of Community Psychology Approach

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### ABSTRACT

Conflict management is as a main method in every organization which restricting the negative facets of conflict at workplace and lead to appear positive signs of conflict in organization. This industrial and organizational phenomenon raises knowing and applying correct styles of management for conducting managers in organization. In reality, conflict is an abnormal social phenomenon which has various effects on organizations' outcome. In this way, monitoring these various effects can open new view in organizational process. The Presence of correct conflict management improve amount of mental health and psycho among managers in organization and reduce abnormal reactions against another staffs. Community psychology can do this fact with determined some efficiency policies in society. Therefore conflict management has an important and noticeable key role in organization 'achievement and outcomes. Furthermore, the ability to contact with conflict and solving it has valuable duty for managers' successfully and organization. In this case, Community psychology provide sufficient platform for conflict styles and determine some intervention and prevention for them. These strategic items (intervention and prevention) cover managers' benefits and organization correctly with attention to conflict styles. Conflict management involves five styles which by them manage and limit abnormalities behaviors in correct way at work place :1) Collaboration pays attention to both side of discussion and develop their desire by cooperating and listening together, 2) Compromising tries to find a suitable solution and determine duties between both side (manager and staff), 3) Accommodation refers to other points and usually follow their suggestion 4) Competing mentions the rights and believes of managers and staffs in accurate way and finally 5) Avoiding refers to both side which do not cooperate together and never try to solving their problem . In this style, just one side of conflict try to find solution way and avoid to appear another difficulty.

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## INTRODUCTION

Interest in understanding conflict management styles has been specified in recent years among all organizations. Conflict has been evaluated the principle assumption which refers to organization 's structure(Copley, 2008).Based on new researches in recent decade, conflict management is basic item in every organization and it can change amount of performance and social behavior at work environment. Conflict has been defined as an interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities (Wilson, 2004). Also in some cases, it has been described as a struggle between manager and staffs with different aims, ideas, attitudes and needs (Huo *et al.*, 2005).

In addition, conflict has been explained some forms of disagreement which happened between members of one group toward another group or in some cases conflict arises among members of one group. Furthermore, this phenomenon organization might have some destructive effects on organizations' output (Smith, 2000). Moreover, conflict is an expression of disagreement about important items at work place (Algert & Watson, 2002; Johnson & Johnson, 2000). Recognizing and cope with on these results is crucial and in some cases it may be difficult (Spaho, 2013). As a consequence of these findings, it is essential to realize how to apply styles of conflict management at workplace. Therefore, conflict management styles are output of behavioral management which determined between organizational behavior and community. This article will examine effects of conflict management styles on managers' behavior at workplace with community psychology approach.

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### *Conflict Management:*

The concept of conflict management is not a new topic and there are a lot of concepts and researches which have been referred about this factor. The oldest concepts about conflict management have been mentioned in during of 1930s to 1940s. These concepts have been regarded as an inefficient. On the other hand, the modern conflict management's approach emphasized that conflict is a nature phenomenon which should be grow in sufficient field (Slabbert, 2004). Conflict management has noticeable role on most of managers' reactions. Based on this role, it is assumption that conflict as destructive item which can changes organizational behavior in various ways. This assumption is followed by Zartman (2000) and Copley (2008).

Torabi (2001) has been examined about relationship between leadership and Conflict management styles among managers of hospitals (male –female) in Yazd. The findings shown that there is significant relationship between Conflict management and gender. In addition female can conduct conflict in correct way. In a similarity research which accomplished by Baharestan (2001), the outputs illustrated that conflict management styles have positive relation with gender and performance. Also, the results demonstrated that collaboration and compromising styles have direct and positive relation with high level of performance in educational organizations and these styles improve type of behavior in community.

One of the most important items on organization is presence of accurate management that involves the ability of managers. One part of conflict management effects on organization outputs and another part of this phenomenon effects on community and social behavior. According to Syena Desilvia (2003) conflict management styles effects on efficiency and social behavior which each of these styles have brilliant role in decreasing or increasing of managers' efficiency and performance. In this line, Kelly & Lent (2008) have been examined about relationship between conflict management and efficiency at work and family on 159 participants. The Findings have been shown that presence of conflict management styles has a direct relationship with efficiency and well-being.

### *Conflict Management Theories:*

There are numerous theories and approaches have been explained about conflict management. One of the primary approaches about this organizational phenomenon has been mentioned by Follett (1926-1940). Along this theory, several other theories have been proposed about conflict management as a destructive item in organization. In reality these theories included traditional view and Classical view (Kuhn, & Poole, 2000).

On the other hand, there are some theories which emphasized on conflict management as necessary item in every organization and improve amount of its efficiency and outcome (Rezaeian, 2008). Among different theories about conflict management, The Rahim's model (2002) has been discussed about disagreement between managers and lack of attention to make decisions and conduct conflict. This model has been mentioned about five styles of conflict management and their role on behavioural reaction at organizational environment (Rahim, 2002). This model based on two dimensions and concerned to self and others. In Rahim's Model attended to individual's behavioral reactions and its efficient and destructive effects on society which should be intervene or prevent by community (Rahim *et al.*, 2001). Based on this theory Izadi Yazdan Abadi (1994) has been proposed the conflict management inventory which measure five styles of conflict management and shows effect of them on external and internal behavior.

### *The Role of Management in Conflict:*

Management is assumed as vital item in organization and ignoring it create some behavioral conflict (Cropanzano *et al.*, 2001). Therefore, applying conflict management styles is crucial factor for obtaining high level of performance at work environment (Sheppard, 1992). Lack of attention to this abnormal phenomenon can be harmful among managers at organization and it could have negative effect on organization's outcome (Schaller-Demers, 2008). Accurate management provides an appropriate field among relationships within organization and increases amount of its outcomes (Taylor, 2010). Therefore conducting conflict in correct way, need powerful skills for getting ideal outcomes (Cropanzano, Prehar, & Chen, 2002).

Conflict management is a basic item which can decrease and control abnormalities (Goldman, 2003). Furthermore conflict management cover the styles which related to conflict resolution, awareness about conflict modes, conflict communication skills and providing a chart or schema for management of conflict at work environment (Brewer *et al.*, 2002). Need to proper management of conflict is very vital for all organizations and appear some positive and negative effects on organizations' efficiency (Rupp & Cropanzano, 2002). In addition disregarding to behavioral reaction leads to some difficulties and reduce staffs' talents and abilities in organization (Brusko, 2010).

The conflict has various facets in organizational behavior field and it can challenge managers' morality at work place (Brewer *et al.*, 2002). The effective conflict management leads managers to face with new changing, difficulties in during of work, appear abnormal behaviors and in some cases finding suitable solutions (Ting-Toomey *et al.*, 2001). Therefore, presence of conflict management is an important instrument in organization development and social behavior. According to most of managers' view conflict word illustrates type of fight,

war, attack etc. which limited their activities in work environment (Rahim, 2002; Neely, 2005). These imagines appear as inimical phenomena in conflict. Furthermore, applying conflict management can be effective for improving organizations and adjusting managers to achieve appropriate solutions (Gross, & Guerrero, 2000). Therefore, the main objective is not to reduce or to prevent the conflict even managing it in correct ways (Song *et al.*, 2006).

#### *Conflict Management Styles:*

There are five conflict management styles in industrial and organizational field. Each of these styles have separate effect on managers' behavior at workplace and they can play key role between managers (Kinnander, 2011). These styles are collaboration, accommodation, avoidance, compromising and competing (Aritzeta *et al.*, 2005; Chan *et al.*, 2006; Edmondson & McLain Smith, 2006). Collaboration style refers to share information and obtaining effective solution (Copley, 2008). Kinnander (2011) have been explained that accommodation style illustrates part of problems and emphasizes on public satisfaction among managers. Competing style is an impressing factor for accepting one situation (winner and loser) without any reason or discussion. Avoidance, refers to rejecting any responsibility and leaving situation easily. In contrast of these styles compromising, discusses about bargaining in both side (manager and staff) and obtaining unit solution. It seems that, applying each of these styles needs to have high level of managers' ability to manage and lead them at work environment (Hakansson & Montgomery, 2003; Copley, 2008, Hughes *et al.*, 2009). Therefore the correct understanding about each styles require powerful and creative mind forusing them in proper time (Alper *et al.*, 2000; Behfar *et al.*, 2008; Lang, 2009).

#### *Relationship between Conflict Management Styles and Community Psychology:*

The role of conflict management styles in community is so brilliant and they can develop numerous positive or negative behavioral reactions. The five conflict styles can be applied strategically in specific way when dealing whit conflict and create sufficient atmosphere in organization (Tong & Chen, 2008). In addition they can develop the amount of managers' activities and performance in work place .The fivestyles has separately effect son communications and social behavior. Presence of these abnormalities provides some difficultiesin community. Furthermore the role of Community psychology is very tangible for intervention or prevention of these styles in public situations (Chen, 2005).

Community psychology has direct attention to society's problems and tries to improve society situations. Conflict can ultimate to some difficulties at work environment (Zins *et al.*, 2004). In this line, Kinnander (2011) has been described that conflict changes team's structure with its styles and it can postpone organization's achievement and opportunities. In addition, lack of attention to these problems and non-using of conflict management styles in correct way grow difficulties field in organization (Jones, 2004).

#### *Conclusion:*

There are several studies have been found that conflict management can have a significant effect on organization's performance and community. Attention to the brilliant role of management in organization and applying it is one of the important factors in society because this industrial operation can be covering other parts of behaviours and reactions (Lang, 2009). Most of managers face to conflict in during of their performance (Bierck, 2001). According to some theories such as behavioural view, interactions and human relations movement presence of conflict management in some facet can be useful for efficiency performance. In addition based on Rahim's model attention to all styles of conflict management without reject them in conflict. Each of these factors has direct effect on managers' behavior and they can play key role on their successfully or failure (Rahim, 2002).

In some cases, these styles create problems at work environment and are cause of obstructionism and abnormality behavior .These difficulties has negative effect on society and open insufficient field for individuals in organization. Applying correct style creates advancement field .In addition the effective presence of community and its comprehensive supervision can be helpful for organization (Rigby, 2001).Syna Desilvia (2003) described that conflict management has direct effect on amount of performance and efficiency and some styles such as avoidance and competing have negative effect on performance. Kelly and Lent (2008) found that coping with of conflict management increase managers' performance. Rees (1991), Harigopal (1995) explained that conflict management has important role in all organizations and it can change organization's situation in different way.

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