EFFECTS OF DIFFERENT APPROACHES IN RESOLVING CONFLICTS IN HRM

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Abstract
Managing conflicts and conflict situations has more and more impact on contemporary management. Common conflicts can have long term consequences on work activities and financial results as well. Contemporary researches (behavioral point of view) state that resolving conflicts , apart from coordination of people, communication and motivation, is one of the most important elements of organizational management. The aim of this paper is reflected in systematic overview of different approaches in resolving conflicts, and their effects. Selection of the relevant papers for this study is conducted in Google scholar, MEDLINE , Kobson and EBSCO data base, including key words such as: conflict, way of solving and managing conflicts. 32 papers (of 156) fulfilled criteria for the final selection as part of this paper. 6 most common approaches in resolving conflicts are used in this paper and those are: avoidance, compromise, constructive way, giving in, resolving problems and imposition. Avoidance and compromise are two most common approaches. Although avoidance is considered to be a bad method in resolving conflicts, it is the most common. Also, compromise is one of the most common approaches in resolving conflicts. Compromise is considered to be a good method in resolving conflicts, but it's not favorable for all situations. Compromise is good method because it provides satisfaction for both parties involved in conflict and enables good collaboration and successful business activities of the company. Imposition is less common approach in resolving conflicts. This is because this approach has great number of contra effects and can be considered as harsh way of solving conflicts. Also this study showed that women use compromise and constructive way of resolving conflicts , while men use avoidance.
Key words: conflict, management, conflict management, conflict resolution.

INTRODUCTION

Conflict is a social phenomenon which occurs among individuals, groups, organizations and people and it's inseparable part of private and social life (Rubin,1994). One of many studies showed that mangers spend 20% of their time on resolving conflicts. Conflicts can be: functional (confronting different attitudes and solving problem) and dysfunctional (blocking actions, cause arguments and end of communication). Consequences of conflicts in organizations depend on manager's competence to control the conflict. (Dacić, 2006).

There are numerous classifications of conflicts in many references, depending on criterion based on which classification is conducted. Also psychological motivation of an individual or a group is a big part of a conflict. Various motifs drive individuals so it is inevitable that they experience conflicts among them. However, the basic motive of each individual comes from economic motive, i.e. personal interest (Mandić & Ilijazović, 2008).

Cozer (2007) states that one of the criteria for classification of conflicts can be areas in which conflict occurs. Classification of conflicts can be: industrial, cultural, political, sport etc. Criterion which refers to carriers of conflict, level on which conflict occurs, respectively, differentiates conflicts on: internal and external. Internal ones are: intrapersonal, intergroup, intradepartmental, intraorganizational. Externals are: interpersonal, intergroup, interdepartmental, interorganizational (Rahim, 1992). Conflict, which occur as a consequence of various reasons between two or more individuals or within the team, consist of intentionally planned activities which should prevent success or achievement of certain goals (Koçel, 2003). Reasons of conflicts are disagreements, differences, fraction and discrepancy in opinions, points of view, interests etc (İpek, 2000; Soyalp, 2001).

Conflicts are not desirable and the generate failure because of one simple reason and that is because they are not managed well, which creates negative results. Therefore one should be focused on how to manage process instead of how to define it as a concept. In other words, how to resolve conflict, which approach should be used and where to use it in managing conflicts, are extremely important. Rahim (1992.) states that conflict management uses different approaches in resolving conflicts: adjustment, compromise, cooperation, avoidance and confrontation.

Ormanović at al. EFFECTS OF DIFFERENT APPROACHES IN RESOLVING CONFLICTS IN HRM.

Sport SPA Vol. 15 Issue 2: 47-53

METHODOLOGY

Strategy of systematization of reviews and references:
The main sources of research and literature, apart from the Internet, of course, were the following bases: Google scholar, MEDLINE, Kobson and EBSCOdata base, including key words: conflict and resolving conflict situations. It included analysis together with theory analysis where the texts are studied and selected according to author and authenticity and all facts are taken into consideration. Secondary source of data collecting is conceptualized from books, magazines and other publications. Method of choosing key word: conflict, management, conflict management, conflict resolution and many other key words which provided quality information is also used for research and selection of reviews.
Tendency of this research was to find references which contained similar theme and subject of the al number of 32 papers, which fulfilled the criteria included in this systematic review.

RESULTS AND DISCUSSION

Management of conflict became very important issue today, especially in business environment. We are not talking about resolving conflicts, but their management. Management of conflict is very demanding but attainable challenge for both individual and organization. Conflict isn't a problem by itself, but unsolved conflict is a big problem. Conflict can be useful and harmful to the organization, depending on whether it is on optimal, medium or low level. (Putnam i Poole, 1987).

Avoidance
Avoidance is one of the ways where individuals in conflict tend to ignore conflict, as it doesn't exist, so they can go on with their work. Avoidance can be defined as physical and mental withdrawal from the conflict. In this way individuals who withdraw from the conflict, think they are going to solve it in that manner. They pretend that conflict doesn't exist and that it will be solved and disappear in time. Brahnam & assoc. (2005) state that this way of solving conflict is the worst and it leads to great number of negative consequences for community. Problems still remain, they are not solved, therefore company or community cannot be developed or improved. Barki and Hartwick (2001) state that in this way of resolving conflict is very bad and it should be avoided. According to them this way forms anger and frustration in community, which leads to numerous other conflicts. Therefore, if the conflict is not solved, there will be no possibility to resolve initial cause of all conflicts, so the

research 32 referent units (studies) are collected in this paper. As for the selection of quality papers, selection was based on several criteria, of which the first one was at the same time primary aim, and that is to find impact factors. Also we based our research on searching studies which included sufficient number of referent units and that found paper and authors are quality papers and the authors and that the paper is published to the general public. The inclusion criteria for the study were: 1) full text papers, 2) papers with available references, 3) scientific (reviewed) journals.
Searching literature 156 references were identified which satisfied study criteria. When the selected criteria were applied, the resulting total number of selected papers was 73. Following additional reading of titles and abstracts, this number came down to the fin

company or community cannot progress. Analyzed references say that there are several ways of dealing with conflict in this method of resolving:

- conflict is ignored completely and it is considered that it will be solved by itself
- new problems that can occur, or new conflicts are not taken into consideration
- the main action in conflict is withdrawal, where the conflict is put aside
- non-solving primary conflict, leads to new conflict, which are also avoided, creates a problem in functioning community.
- work is not done effectively and successfully, it is reduced to routine performance of tasks, and performance of work is weakened and community suffers.

Avoiding conflicts in collective communities such as China is considered to be appropriate. Although studies in the West have presented avoidance as an approach mainly ineffective, collectivists can use avoidance of conflict in different ways, including protection of other protagonist. Studies that were conducted by Tjosvold and Sun (2002) on eighty-five managers and employees in six state companies in South Korea, describe incidents when avoidance of conflicts occur, and their reaction to certain issues in order to measure previous relations, motivation, strategies and consequences. Results identify motifs and strategies which are used in avoidance of conflict. Results show that Chinese and employees relied on the other person, promoted productivity and strengthen relationship in cases where they already had strong relationship and collaboration goals.

Ormanović at al. EFFECTS OF DIFFERENT APPROACHES IN RESOLVING CONFLICTS IN HRM.

Sport SPA Vol. 15 Issue 2: 47-53

Collaboration and fear of revenge are foundation of leaving the conflict. Results indicate that avoidance of conflict can be useful. It can even affirm already good relationship, but it has to be controlled, respectively, like it is the case with the open conflict. On the other hand Barsky and Wood (2006), consider that avoidance of confrontation among students and professors suggests that avoidance of conflict can be useful in certain occasions, depending on personalities of individuals, analysis of costs and usefulness, misbalance of power, type of work, type and length of relationship and autonomy. Although this type of solving conflicts is defined as the bad one, still it is widely present. It is easier for people to ignore the problem, rather than to solve it. If the problem remains , it can be the cause of many other conflicts (Warner, 2000; Barki & Hartwick, 2001; Appelbaum & others., 1999; Mohammed i sar., 2003; Pierce & others., 2007; Sutterfield sar., 2007; Thomas, 2009).

Giving in

Giving in is the way of solving conflict where on an individual adjusts to the interests of other individual. Both employees try to reduce differences that occur among them and to emphasize similiarities and the things they have in common. This pronciple can be productive for some period of time , but it doesn't lead to a progress or changes for the better. Conflict, which occured, is reduced and viwed from the positive and calmer point of view, but it still remains unsolved. Therefore, after some time it can lead to anoher conflict which will be stronger and can lead to bigger problems in human relationships and in business plan as well. Authors of analyzed papers agree that this type of solving conflicts is not good. Heldman (2003) states that this method of resolving conflicts last very shortly and can lead to bigger conflicts later on (Robbins, 1978; Mohammed i sar., 2008; Du i sar., 2011; Ohlendorf, 2001).

Imposition

Imposition presents usage of power for achieving personal goal. It is grounded on aggressiveness and domination and the person is only interested in their own interests and completely ignores needs of other employees. When conflict occurs, this individual solves it by decision of one individual who has formal power and presents this decision by commands. This type of solving conflict can have great number of negative consequences in human relationships and in successfulness of business actions, as well. This way indicates hierarchy in community or in company. In this way employer could create feeling of respect among employees but it also could create animosity towards employer. Heldman (2003) states that this way creates

situation in which one side is winning and the other is losing. However, although employer is winning in conflict situation, this doesn't have positive effect in future actions.

Ross (2009) considers that the great influence on the actions has the individual, who gives orders. If the decision is made and commanded by manager it can have positive result. Manager is the person who should know all about the business and the way it's managed, therefore he is the most competent person to make decisions. Therefore if the decision id made correctly it can have positive result. However, if decision making and commands are done by other employee, in most cases it has negative consequences. Montoya-Weiss and assoc. (2001), as well as Song and assoc. (2006) state that this way of resolving conflict is very bad and it can lead to destructive conflicts that can lead to destruction of communities or companies. Lam and assoc. (2007) compare it with domination. They consider these two types of resolving conflicts to be very connected and similar and they don't lead to positive results.

Compromise

Compromise is finding solution that could be good for both sides in conflict. It is based on willingness of individuals to give up something in return for something else. Both sides try to find faster and pragmatic solutions in favor of all employees. Authors state this way of solving conflicts is the way in which both sides will be satisfied in some way. (Barki & Hartwick, 2001; Ohlendorf, 2001.). Song and others (2006) and Montoya-Weiss and others (2001) state that compromise is cooperative way of solving conflicts. However, Song and others (2006) state that compromise is efficient in resolving conflicts but not in creating projects. When creating projects, compromise can lead to bad results. Analysis found that great number of authors consider compromise is still the best way of solving conflicts. Vokić & Sontor, 2009; Mohammed & other., 2008; Lam & others, 2007; Appelbaum& others., 1999; Ohlendorf, 2001; Brahnam &others., 2005; Barki i Hartwick, 2001). Vokić & Sontor (2009) conducted a study among employees in Croatia and they noticed that use compromise as the way of resolving conflicts. Also women use compromise more often in resolving conflict than men.

Solving problems

This type of resolving conflicts presents open and direct confrontation and finding solution that would be satisfactory for both sides. Individuals try to get to win-win situation (Ohlendorf, 2001; Heldman 2003). Solving problems includes: serious approach to the problem, in order to find adequate solution, reveling motifs and needs of

individuals within the organization, exchange of ideas and finding creative solution, reaching to the best way of resolving conflict. This way of resolving conflict demands a lot of time and energy in order to get the best results. Those are the most precious things in community or a company and although it leads to their consummation, it brings positive results because it enables collaboration and exchange of new ideas. Great number of authors consider this way of solving conflicts as the most reliable one, because each problem is solved by conversation and finding new solutions where nobody is losing (Barki & Hartwick, 2001; Ohlendorf, 2001; Heldman, 2003; Mohammed & others. 2008; Du & others, 2011). This type of resolving conflicts allows and affirms confrontations, instead of smoothing, avoiding or making compromise. Here, subjects, in conflict, know all the facts for personal or contra argumentation and there is preparedness for elimination or reduction of differences, elimination of misunderstandings and understanding position of each side in conflict. On the other hand, Fisher, Kelman & Nan (2013) in their paper use socio-psychological approach in resolving conflicts. Socio-psychological approach in resolving international confrontations emphasizes perceptive and normative processes, which contribute to escalation and survival of conflict. Analysis which was conducted by Fisher, Kelman & Nan (2013) has clear implications to the efficiency of methods in resolving conflicts and supports interactive resolutions of confrontation such as workshops for resolving issues. Description of assumptions and actions of workshops for resolving issues is illustrated in three cases on which authors worked. Conclusion admits potential of method while at the same time it identifies series of challenges with which scientists face in the area of analysis and resolving conflicts with special review on interactive resolving conflicts.

Constructive resolving conflicts

Constructive conflicts are conflicts that can lead to better view of issues and affirmation of new solutions. Social skills in this way of resolving conflicts have great importance. The most important social skills for resolving conflicts are: listening, reveling, instead of repressing, feelings, vision of possible solutions and negotiation skills. Brahnam & others (2005) state that women use

this type of resolving conflicts more than men. Result of this way of resolving conflicts is collaboration and competition and individual approach in making decisions and creating new ideas, respectively. This strengthens human relationships. In this type of resolving conflicts, communication is very important because during the conflict negotiation, both sides don't give in or interrupt conversation (Sutterfield & others, 2007; Vokić & Sontor, 2009). Authors of analyzed papers consider this type of resolving conflicts to be reliable and cooperative (Appelbaum & others, 1999; Sutterfield &others., 2007; Ross, 2009; Thomas, 2009; Vokić & Sontor, 2009, Du & other, 2011; Pierce &others, 2007). Montoya-Weiss &others. (2001) consider that constructive way of resolving conflicts is very good for resolving conflicts in teams when creating projects, because it brings new ideas that can improve the projects. Sutterfield & others. (2007), also state that this way of resolving conflicts is the best in industry, where creating new ideas and way of working is very important.

Deutsch (1994), talks about constructive solutions of conflicts among students. His review paper starts with the list of several suggestions, which most of the students in conflict, regardless of their discipline, would have accepted. Also he mentions elements that influence the conflict, personalities of individuals in conflict, issues and social and cultural context of the confrontation. The next part discusses skills included in constructive solutions, an area which most scientists neglected. On the other hand Zhang (1994), in his research uses model of intervention of constructive conflict resolution (CCR) and cooperative learning (CL) which was conducted and tested of three campuses of urban alternative high school. Campus A received training only in CCR, Campus B received training in CCR and CL and campus C was trained only in CL. Model was placed so that human relationships mediated results of CCR and CL on socio-psychological and educational results. Results show that improvements in CCR increase social support and reduce victimization of students. Those changes in student relationships lead to bigger self-esteem, positive attitudes towards life, less depression or anxiety and enhanced inner control, which contributed to betterr achievement of academic knowledge.

Table 1. Display of the most common usage of approaches in resolving conflicts in analyzed papers

Approaches in resolving conflicts	Authirs	Number of papers
Avoidance	Vokić & Sontor (2009); Appeldaum & assoc. (1999); Brahnam & assoc. (2005); Thomas (2009); Sutterfield & assoc. (2007); Song & assoc. (2006); Ross (2009); Robins (1978); Pierce & assoc. (2007); Heldman (2003); Ohlendorf (2001);	11
Compromise	Montoya-Weiss & assoc. (2010); Vokić & Sontor (2009); Appeldaum & assoc. (1999); Warner (2000); Lam & assoc. (2007); Barki & assoc Hartwick (2001); Brahnam & assoc. (2005); Thomas (2009); Sutterfield & assoc. (2007); Robins (1978); Ohlendorf (2001);	11
Constructive type	Vokić & Sontor (2009); Appeldaum & assoc (1999); Du & assoc. (2011); Brahnam & assoc. (2005); Sutterfield & assoc (2007); Pierce & assoc. (2007);	6
Giving in	Du & assoc. (2011); Robins (1978); Heldman (2003); Ohlendorf (2001); Robbins (2003);	5
Solving problems	Du& assoc. (2011); Barki & Hartwick (2001); Ohlendorf (2001); Robbins (2003);	4
Imposition	Warner (2000); Song & others (2006); Heldman (2003);	3

CONCLUSION

As seen in Table 1 in results of paper , in analyzed papers, six ways of resolving conflicts, were presented. Compromise and avoidance are presented in great number of papers (11) as most common ways of solving conflicts. Although many authors state that avoidance is bad way of resolving conflicts, it is still used. Reason for this is very simple, but it doesn't bring any improvement in business actions. Brahnam & assoc. (2005) state that this way of solving conflicts is the worst and leads to bad consequences in community and Barki & Hartwick (2001) state that this way of solving conflicts is very bad, and should be avoided. However, it is evident that time and energy is necessary for solving conflicts and since both managers and employees don't want to waste their time and energy, as the most precious things, they resort to avoidance of conflict. Compromise in many references is presented as good and reliable way of resolving conflict, because this way enables satisfaction of both employees and managers. (Barki & Hartwick, 2001; Ohlendorf, 2001). Although it is considered to be very good way of resolving conflicts, still it's not desirable in certain areas,

such as creating projects, where conflicts is crucial in creating new ideas. Analysis of papers showed that imposition is least used method in resolving conflicts. It is presented only in three papers. There are several reasons for this. This type of conflict can be aggressive and can produce contra effect, especially, when it is necessary to solve conflict among two or three employees. In that case, it can lead to stronger conflict and can weaken human relationships and work performances, which harms company business. Montoya-Weiss & assoc (2001) and Song & associates (2006) state that this attitude towards conflict is very bad, and it leads to creation of destructive conflicts, which can lead to destruction of community or company. Lam 6 assoc. (2007) compare imposition with domination. They consider these two ways of solving conflicts are connected and similar and don't lead to positive results (6 papers). Also constructive solution (6papers), giving in (5 papers), and solving problems (4 papers) are presented as ways of resolving conflicts. Papers show that selection of ways of solving conflicts affects both genders. Women mostly use compromise or constructive ways in order to solve conflict, while men mostly avoid conflict. (Vokić & Sontor, 2009; Brahnam & assoc., 2005).

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Ormanović at al. EFFECTS OF DIFFERENT APPROACHES IN RESOLVING CONFLICTS IN HRM.

Sport SPA Vol. 15 Issue 2: 47-53

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