

Chapter 7

Intra–Group and Inter–Group Conflict Management and Resolution

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ABSTRACT

Conflict is a frequently encountered and effectively managed phenomenon within organizations. Conflicts arise in organizations due to differences, disagreements, incongruities, and overlapping demands, etc. The conflicts that emerge within organizations vary depending on the parties involved, the nature of the conflict, and its origins. Intra-group conflicts within organizations stem from disagreements among individuals within a group, whereas inter-group conflicts arise from conflicting interests among different groups. It is essential for both employees and managers to address and resolve conflicts in organizations, as this contributes to the organization's sustainability. This chapter examines the types of conflicts that arise within or between groups in organizations, their causes, conflict management, conflict resolution strategies, and methods.

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INTRODUCTION

Conflict arises in different forms and in different areas. Therefore, defining the concept of conflict is challenging. Conflict is a concept that involves two or more parties and is generally referred to as disagreement. This disagreement can occur within oneself, with family, with the environment, or with the group one is involved in.

Conflicts arise for different reasons. These reasons include concepts such as personality differences, ideological disagreements, emotional conflicts, communication deficiencies, scarcity of resources, status differences, managerial and leadership styles, changes in businesses, goal discrepancies, poorly defined authorities and responsibilities, organizational structure, power and status struggles, and the like. With the emergence of conflicts, certain signs begin to manifest themselves in individuals, groups, or organizations. These signs of conflict include emotional indicators, behavioral indicators, communication indicators, organizational indicators, and physical indicators. Emotional indicators may include tension, stress, anger, irritability, and emotional distance. Behavioral indicators may involve passive-aggressive behaviors, isolation, and aggression. Communication indicators may include disagreements, a lack of empathy, and misunderstandings. Organizational indicators may include inefficiency, low performance, increased employee turnover rates, and a lack of cooperation. Physical indicators may involve insomnia, health issues, and fatigue.

There are factors that contribute to the emergence of conflicts, as well as activities that need to be undertaken to manage or eliminate conflicts at an optimal level. To carry out these activities, conflict management is necessary. Conflict management refers to the set of strategies used to understand, address, and resolve conflicts among individuals, groups, and organizations. Competition strategies and cooperation strategies are employed as conflict resolution strategies. The methods for conflict resolution are chosen based on the size of the conflict, the parties involved, or the preferences of third parties.

This study focuses on understanding and effectively managing conflicts that arise within and between groups in both work and social contexts. By examining the definition of conflict and its various types, the reasons for conflicts within groups and between groups are explored. Conflict management and resolution strategies are discussed, and tools and methods that can be used to effectively resolve conflicts within groups and between groups are presented. The goal of this study is to contribute to the effective management of conflicts within and between groups and to provide a comprehensive resource for individuals and leaders seeking to develop conflict resolution skills.

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