

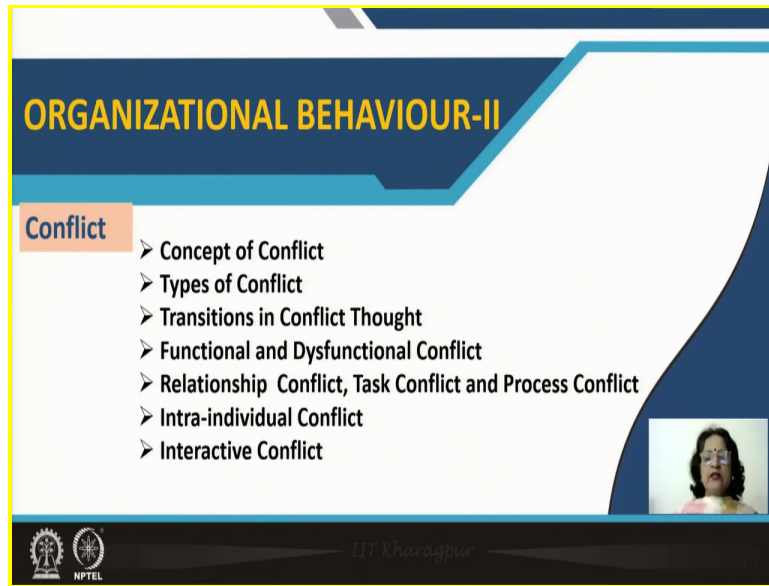
Organizational Behaviour- II
Prof. Sangeeta Sahney
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur

Lecture - 21
Conflict

Namaskar. Today, we will be beginning with a new topic in our subject on Organizational Behaviour II, and this topic is “Conflict”. So, this is Week V, and this is Lecture I on Conflict. We will be discussing this topic in the next five lectures, and we will be dealing with Conflict and Conflict Management in these five lectures. And as far as the content goes, we will be talking about, you know, we will be talking about the concept of Conflict, the Types of Conflict; we will be talking about the Transitions in the conflict thought; we will be discussing Functional and Dysfunctional conflict; we will also be talking about Task conflict, Relationship conflict and Process conflict; we will talk about the, you know, Conflict process; we will talk about Intra-individual conflict, Interpersonal conflict, Intergroup conflict; We will talk about Organizational conflict; we will also be discussing about Conflict Management in terms of conflict resolution strategies and conflict management strategies; we will also be discussing about how to reduce dysfunctional conflicts for organization and stimulate functional conflicts for organization; we will be also discussing negotiations, which will be the last topic for us in this particular chapter on Conflict. So, we will finish conflict with a discussion on Negotiations and Types of negotiations, and the Negotiation process.

So, in today's lecture, we will be starting with Conflict, the Meaning of conflict, the Concept of conflict, Transitions in conflict thought, Functional and dysfunctional conflict, and we will also be speaking about Task conflict, Process conflict, and Relationship conflict, and then we will speak about a intra-individual conflict, and give a brief introduction to interpersonal and intergroup and organizational conflict.

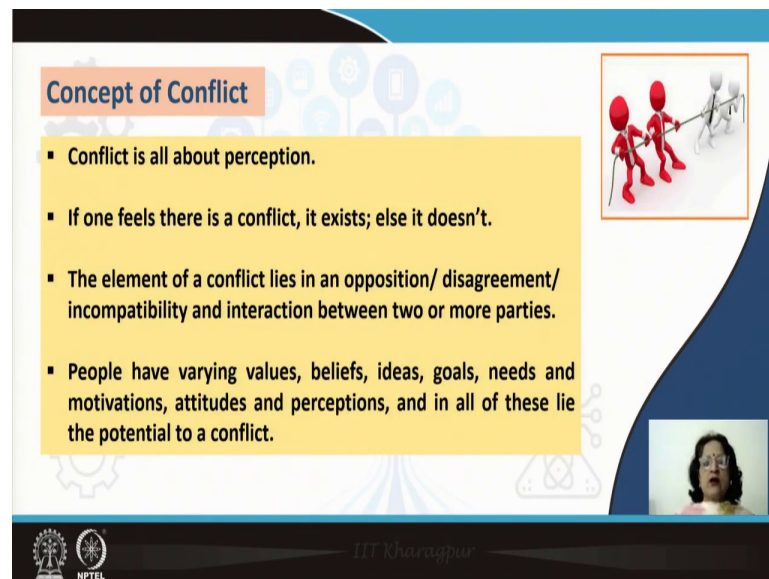
(Refer Slide Time: 03:03)



So, let us begin with our discussion on Conflict.

So, as I mentioned we will be speaking about the Concept of conflict, the Types of conflict, the Transitions in conflict thought, Functional and Dysfunctional conflict, Relationship conflict, Task conflict and Process conflict, Intra-individual conflict and Interactive conflict. So, this is all what that we will be discussing in this particular lecture today.

(Refer Slide Time: 03:26)



So, the first thing is, What is conflict; you know the concept of conflict, and here we would like to first elaborate on the concept and, as and when we move on, we will be discussing about intra-individual conflict, and interpersonal conflict and intergroup conflict, and we will define

conflict either as inter-individual conflict, or as interpersonal conflict, or as intergroup conflict or as organizational conflict later.

At the moment, we are just going to talk about the concept of conflict; what is conflict and how is it important, or how is it not important for organizations, and we will see what kind of conflict is something which is healthy for organizations, and what is the kind of conflict which is not healthy for organizations. So, when we talk about conflict, conflict is something which is all about perception; you know, if one feels that there is a conflict it is there; if one feels that there is no conflict, it is not there. So, the element of conflict lies in any kind of an opposition, any kind of a disagreement, any kind of an incompatibility and interaction between two parties, between two or more parties. So, when it is between two people, it becomes interpersonal; when it is between few people or between two groups it becomes intergroup. So, the element of a conflict lies in any kind of an opposition, any kind of a disagreement, any kind of an incompatibility and interaction between two or more parties be the parties; individuals or teams or groups.

And people have varying values, beliefs, ideas, goals, needs, motivations, attitudes, perceptions, and all of these actually, in all of these in all of these, different elements, be it values, beliefs, ideas, goals, needs, motivations, attitudes, perception - in all of these, lie the potential to conflict. So, conflict can arise because of these differences in values, beliefs, ideas, goals, needs, motivations, attitudes, perceptions, etcetera.

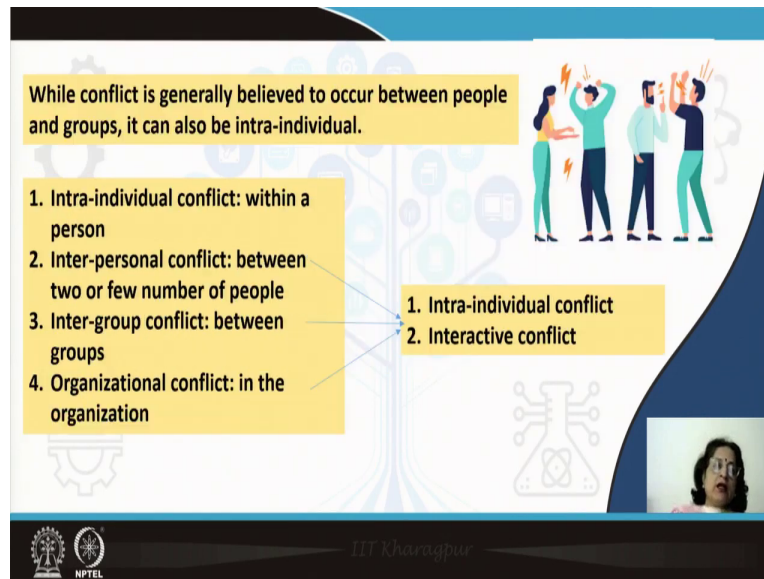
(Refer Slide Time: 05:32)

- Conflict happens when there occurs an incompatibility of goals, scarce resources, poor communication and varied perspectives and orientations.
- Conflict may be moderate or severe, and can be both useful and detrimental for an organization.

Now, when does conflict happen? Conflict happens when there occurs an incompatibility of goals, when there are scarce resources, when there is poor communication, and when there are varied perspectives and orientation. So, if we look at an organization, any and every organization comprises people with different attitudes, perceptions, values, personalities, motivations needs; people have different orientations; people have different perspectives; people perceive things differently; people have different goals; people have different needs, people have different motivations; attitudes are different; perceptions are different. and also, you know, if you look at an individual, as an individual people differ with respect to the age factor, the gender, socio-economic backgrounds, culture, educational background, socio-economic, you know, factors as well as cultural factors and so, you know, because people differ there are always varied perspectives and orientations. Also in organizations, there is always a scarcity of resources. Communication may be poor, and often the needs and wants and interests of people in different departments, in different divisions, is it is not compatible to each other, and that is the reason conflict happens. So, conflict can happen when there occurs an incompatibility of goals, scarce resources, poor communication, varied perspectives and orientations and because of this, conflict is something which is always present in companies, in organizations. Now conflict can be moderate, conflict can be severe, and as I just said a minute ago, you know, some amount of conflict is important, is desirable for an organization and so, it can be useful. And there is conflict, which is not desirable, or not useful for an organization and is detrimental for an organization. So, we will see what is the kind of conflict which is useful and functional for an

organization, and what is the kind of conflict which is detrimental and dysfunctional for an organization. So, as we go about in this lecture, we will be seeing that what is the kind of conflict which is desirable, and what is the kind of conflict which is not desirable for an organization.

(Refer Slide Time: 07:54)



Now while conflict is generally, you know, generally believed to occur and exist between people and groups, it can also be intra-individual. It can also be within an individual, within a person himself or herself. So, we can say that we can actually categorize conflict as intra-individual conflict, which occurs within a person, within an individual; and we can also categorize them as interpersonal conflict, when it is between two or few people or intergroup conflict between groups, or it could be organizational conflict which is all across the organization.

So, intra-individual conflict is within a person; interpersonal is between two or three people, very few, and very few - maybe two, three, four people; not more than that; and intergroup conflict happens when it is between groups of people and organizational conflict is something that happens in organization. Now generally speaking, we say, interpersonal conflict is between two partners, between two people, generally speaking; but it can also be between three people or four people but not more than that, because if the number of people are more then it becomes more of a group conflict rather than an interpersonal conflict.

So, if we see, intra-individual conflict is within a person but if we look at interpersonal

intergroup and organizational conflict, that becomes more of an interactive conflict, because in the case of interpersonal conflict, there is an interaction that takes place between two or three or four people, generally two people. In the case of intergroup conflict it is between groups or departments or teams. So, there is some kind of an interaction which happens between team members, or across two teams, or across two departments, or across two groups of people and so it is an interactive conflict. Similarly conflict that takes place in the organizations, is regarded as an interactive conflict. So, interpersonal, intergroup, and organizational conflict is something which we refer to as interactive conflict.

(Refer Slide Time: 09:54)



Now if you look at the type of conflicts, if you see here, this is a picture from Fred Luthans book, on Organizational Behaviour. So, if you see, that at the micro level, we have intra- individual conflict; conflict which takes place within an individual. And then as we go towards the macro-level, we have the organizational conflict. And interpersonal, intergroup and organizational, as I said, becomes interactive conflict. And intra-individual conflict is intra-individual conflict.

So, we have intra-individual. Within an individual, the conflict, we call it, intra-individual conflict. But interpersonal intergroup and organizational conflict is referred to as interactive conflict.

(Refer Slide Time: 10:37)

Transitions in Conflict Thought

- Traditional View of Conflict
- Human relations View of Conflict
- Interactionist View of Conflict

▪ **Traditional View of Conflict**

- Prevailed in the 1930's and 1940's.
- All conflict is harmful and undesirable, and should be avoided.
- Conflict was seen as a dysfunctional outcome, which occurs because of poor communication, lack of trust, and because managers failed to be responsive to their employees.

IIT Kharagpur


Let us come now to the Transitions in conflict thought. There are three different views on this. We have the Traditional view of conflict; we have the Human relations view of conflict; and we have the Interactionist view of conflict. Now the traditional view of conflict, it is something which prevailed in the 1930s and the 40s, which said that all conflict is harmful and undesirable and should be avoided; any and every form of conflict is not good, it is harmful, it is undesirable, it should be avoided at all costs, and conflict was seen as a dysfunctional outcome which happens because of poor communication, because of lack of trust within people, and because managers fail to be responsive to their employees, and that is the reason a conflict happens, and according to the traditional view of conflict, conflict is something, which is harmful, which is dysfunctional for the organization; dysfunctional here meaning, it harms the organization; it harms the organizational performance and productivity; it harms a healthy organizational climate and so it is not good; it is undesirable; it is harmful. This is the view that prevailed in the 1930s and in the 1940s.

Now the second view came with the human relations movement in the world, and it came to be known as the Human relations view of conflict.

(Refer Slide Time: 12:03)


Human Relations View of Conflict


- Prevailed from late 1940's through the mid-1970's.
- Conflict is natural and unavoidable.
- It is bound to occur when people/groups interact.



Interactionist View of Conflict

- Prevailed since the mid-1970s
- Conflict is positive force in a group, and is essential for groups to perform well.
- It should not be something which is considered adverse and undesirable. A harmonious group may become static with people becoming passive and adopting a laid back attitude.
- Whether a conflict may be regarded as good or bad in nature depends upon the type of conflict.




IIT Kharagpur

And this view prevailed from the late 1940s to the middle of the 1970s which believed that conflict is something which is a natural and inevitable. Any and every place, where people work together, conflict is something which will definitely be there; conflict is something which is natural; it is something which is unavoidable. Whenever people work together, whenever they work together as people, as teams, conflict is bound to happen; conflict is bound to occur whenever there is any and every kind of an interaction. So, according to the human relations view of conflict, conflict is natural, unavoidable and it is bound to occur when people interact or when groups of people interact.

The third view to conflict came with the Interactionist view which has prevailed since the 1970s, which believes that conflict is something which is a positive force in a group, and it is essential for groups or for teams to work effectively. So, conflict is not something which is undesirable; it is not something which has adverse consequences. In fact the interactionist view believes that if there is too much of a harmony in a group, too much of peace in a group, the people in the group will become very laid back; they will become very very passive in their approach, and a harmonious group may become static with people becoming passive and adopting a very laid back attitude. So, they believe that conflict is something which is a positive force in a group, and it is essential for groups to perform well, and it is something which is good for an organization. So, of course they believe that whether it is good or bad in nature, depends upon the type of conflict. So, the type of conflict could be process conflict, relationship conflict and task conflict.

We will be discussing this in a short while from now. So, according to the interactionist view, conflict is not something which is essentially bad; it is something which is not something totally undesirable. In fact, it could be a positive force in a group, and it is also important for groups to perform well. So, whether the conflict is good or bad in nature, actually depends upon the type of conflict, whether it is a task conflict or whether it is a relationship conflict, or whether it is a process conflict.

(Refer Slide Time: 14:27)

The slide is titled "Functional and Dysfunctional Conflict". It is divided into two main sections: "Functional Conflict" and "Dysfunctional Conflict". The "Functional Conflict" section defines it as any kind of conflict that supports the goals of an individual/group/organization, helps achieve organizational performance and overall improvement, and is constructive with a positive impact. The "Dysfunctional Conflict" section defines it as any kind of conflict that hampers individual/group/organizational performance and is destructive with a negative impact. The slide includes logos for IIT Kharagpur and NPTEL, and a small video inset showing a person speaking.

Functional and Dysfunctional Conflict

- **Functional Conflict**
 - Any kind of conflict that supports the goals of an individual/group/organization, and helps achieve organizational performance and overall improvement is functional conflict.
 - It is constructive and has a positive impact, and helps the organization in achieving its objectives.
- **Dysfunctional Conflict**
 - Any kind of conflict that hampers individual/group/organizational performance is dysfunctional conflict.
 - It is destructive and has a negative impact, and restrains the organization in achieving its objectives.

IIT Kharagpur
NPTEL

Now coming to functional and dysfunctional conflict. In the past few minutes, I have been talking about functional and dysfunctional. Now what is functional conflict, and what is dysfunctional conflict. We will talk about it a little more.

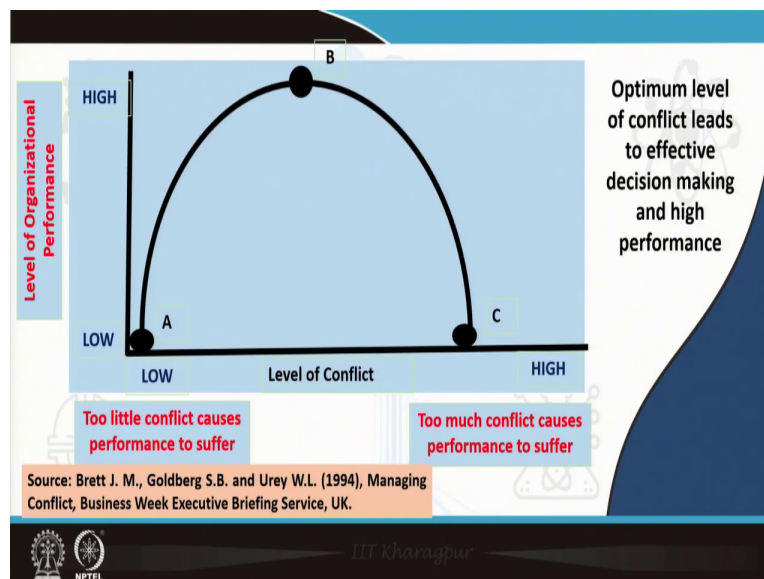
Any kind of conflict that supports the goals of the organization, that supports the goals of the group or the team, or that supports the goals of an individual, and helps achieve organizational performance, and overall improvement of the organization, is functional conflict.

So, any kind of conflict that supports the goals of an individual or a group or a team or an organization, and helps improve performance and productivity of the organization, helps overall improvement of the organization, is functional conflict. It is constructive; it has a positive impact, and it helps the organization in achieving its objective, so, that is what is a functional conflict. It is constructive, and it has a positive impact, and it helps the organization achieve its

objectives.

On the other hand, we have dysfunctional conflict. So, any kind of conflict that hampers, you know, the goal achievement of individuals, or groups, organization, and hampers the performance of the organization is dysfunctional conflict. So, any kind of conflict, that hampers individual or group or organizational performance, is referred to as dysfunctional conflict. It is destructive, and it has a negative impact, and it actually inhibits an organization or restrains an organization from achieving its objectives. So, we have functional conflict which is something which is desirable; it is constructive and has a positive impact, and helps achieve organizational objectives; helps enhance productivity and performance for the organization, and then we have dysfunctional conflict, which is destructive; it has a negative impact, and it restrains an organization from achieving its objectives. So, functional conflict is something which is desirable, and dysfunctional conflict is something which is not desirable.

(Refer Slide Time: 16:26)



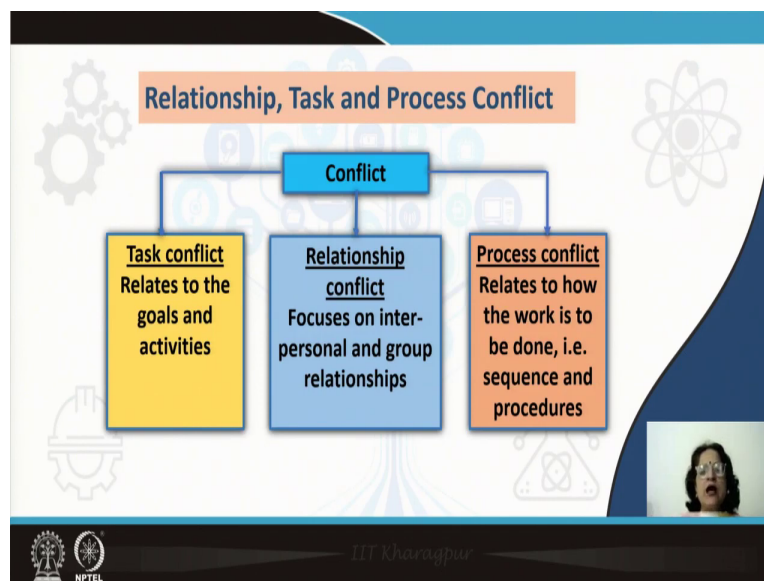
So, if you look at something here, this is a figure which is from Brett, Goldberg and Urey, which actually shows, you know, how the conflict can be functional, and how it can be dysfunctional. So, if you look at this here we have - too little conflict causes performance to suffer, and too much of conflict, again causes performance to suffer. So, if the level of conflict is low, performance suffers; if the level of conflict is high, again performance suffers.

So, we have on the x-axis, the level of conflict; and on the y-axis, we have the level of organizational performance. So, whenever the level of conflict is low, or there is too little conflict, performance will be low; and whenever there is too much of a conflict, again performance will be low. And on the other hand, when the level of conflict is optimum, the performance of the organization will be high.

So, if you see here on the x-axis, we have level of conflict; and on the y-axis, we have level of organizational performance. When the level of conflict is low, the organizational performance will also be low, which is 'a'. When the level of conflict is high, the organizational performance will again be low, which is point 'c'. And it is only and only when the level of conflict is optimum, that organizational performance will be high, which is 'b'.

I repeat, whenever the level of conflict is low, organizational performance will also be low, which is 'a'. Whenever the level of conflict is high, organizational performance will again be low, okay, which is point 'c'; it is only when the level of conflict is optimum, that level of organizational performance will be high, which will be point 'b'.

(Refer Slide Time: 18:29)



Now, coming to Task conflict, Relationship conflict and Process conflict. Now conflict can be with respect to the task; it can be with respect to relationship; it can be with respect to process, and accordingly it is termed as task conflict, relationship conflict, and process conflict. So, task

conflict is conflict which relates to the goals, organizational goals, and the activities which must be performed to achieve those goals. Relationship conflict is the one which focuses on interpersonal and group relationships, and process conflict is with respect to how the work must be done, that is the sequence and procedures which are required for a task to get completed. So, so overall the process conflict, it relates to how the work is to be done.

(Refer Slide Time: 19:16)

- **Relationship Conflict :**
 - Conflict that is based on interactive relationships: interpersonal in nature, is termed as a relationship conflict.
 - This kind of a conflict is in most cases Dysfunctional.
- **Task Conflict :**
 - Conflict that is based on the content, goals and objectives of the work is a task conflict.
 - This kind of a conflict is also in most cases Dysfunctional if it is clubbed with Relationship conflict.
 - It can also, be Functional. Moderate level of conflict lead to creativity.
- **Process Conflict :**
 - Conflict that is based on how work should be done is process conflict.
 - This kind of conflict at lower levels is Functional in nature.
 - They may evolve into Relationship conflict.

So, if we explain this a little further, conflict that is based on interactive relationships, whether interpersonal, which are interpersonal in nature, or intergroup in nature, or organizational in nature, we term them as a relationship conflict. So, conflict that is based on interactive relationships, whether at the personal level, or whether at the group level, or whether at the organizational level, is termed as relationship conflict. I repeat conflict that is based on interactive relationships; conflict based on interactive relationships, whether at the interpersonal level, or at the group level, or at the organizational level, it is termed as a relationship conflict. So, this is something which is very interpersonal in nature. Interactive relationships at the interpersonal level, or at the group level, or at the organizational level can lead to conflict. And conflict that is based on interactive relationships, either at the personal level, or at the group level, or the organizational level, is known as relationship conflict. So, it is interpersonal in nature. Now this kind of a conflict is in most cases dysfunctional. It is bad for the organization; it is negative to the organization because whenever relationships, working relationships, interpersonal relationships between people, between groups, between teams, is not cordial, it

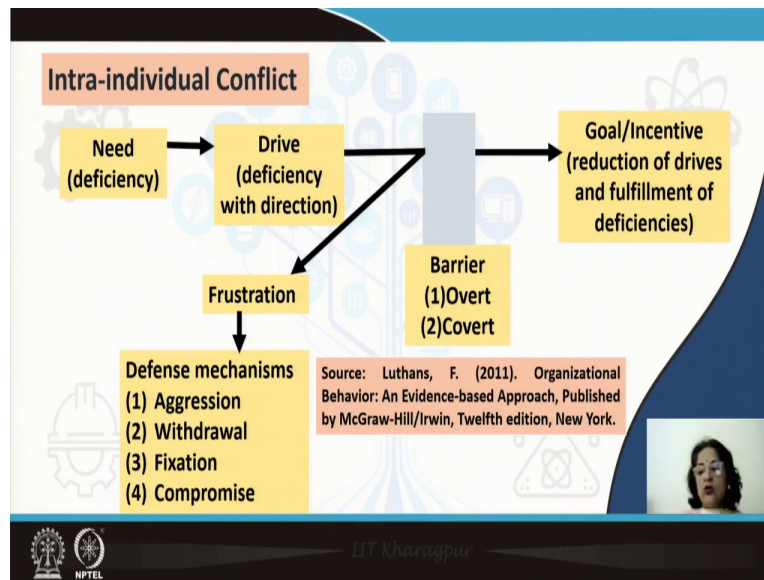
affects organizational performance and productivity. Why? Because when people do not have good relations with each other, there will be anxiety, there will be worries, there will be insecurities; people would not like to work with each other; morale of the people will be low, and because relationships are not cordial, overall work will suffer. So, this kind of a conflict is something which is in most cases negative for the organization. It affects organizational performance and productivity, and it is dysfunctional in nature.

The second kind of conflict which we talk of is task conflict. Now conflict that is based on the content, on the goals and objectives of work, is called a task conflict. Now this kind of a conflict is also in most cases bad for the organization. It is negative for the organization, if it is clubbed with relationship conflict. If it is clubbed with relationship conflict, task conflict is also dysfunctional for the organization. It can also be functional, because when you have moderate level of task conflict, it can lead to creativity.

So, it can also be functional, and it will be functional when there is a moderate level of task conflict because it will lead to, you know, novel thinking; it will lead to novel ideas; it will lead to creativity; and it will be good for the organization.

The third kind of a conflict which we have is process conflict. Now process conflict is conflict which is based on how work should be done, and how work has to be performed, the procedures the sequence of activities. Now this kind of a conflict at lower levels, is functional in nature; but again it may evolve into a relationship conflict, and in case that happens, the process conflict when it clubs with relationship conflict, it can again be dysfunctional for the organization. So, at a level where it is low, it is good for the organization; it is functional for the organization; but if it evolves into a relationship conflict it will be dysfunctional for the organization.

(Refer Slide Time: 22:51)



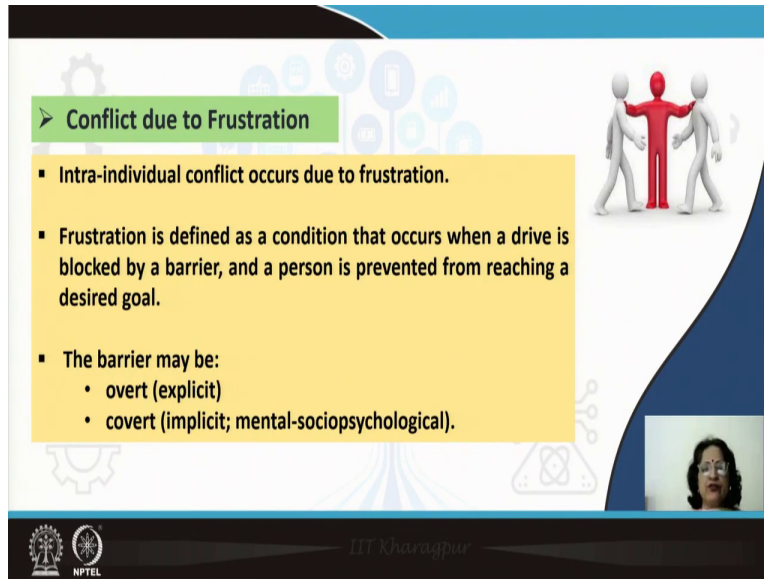
Now we will start with intra-individual conflict. Generally speaking, we feel that conflict is disagreement or just, you know, disagreement between people or between teams or between groups of people. It happens between people or between groups and teams. But conflict can also happen within our own selves as a person, and that is termed as intra-individual conflict.

So, this is a figure from Fred Luthans. How and when does intra-individual conflict happen? One happens when in case of frustration within us. Like for example, there is a need, and it leads to a drive within us. Why does it lead to drive? Because whenever we have a need, we want to satisfy that need, and how do we satisfy that need? We satisfy that need by achieving a particular goal. So, if we define need, we say a need is a state of felt deprivation. We feel deprived of something and so there occurs a need. There is a state of felt deprivation; there is some kind of a deficiency. Now, whenever there is a need, there is a drive within us. There is a drive within us to be able to satisfy that need. So, deficiency with a direction, becomes a drive. Now as we are moving this drive makes us move towards a goal. It makes us move towards an incentive, which will help us satisfy the need. It would help us fulfill our desires, or our deficiencies. It will help reduce the drive. So, as we move from the drive to the goal because it is the goal which will help us reduce the drive, fulfill the deficiency, as we are moving from the drive towards the goal, our efforts may be blocked. We may face obstacles. As we face obstacles, we also call them barriers, we get frustrated. Now this barrier which we face can be overt which is visible, or it could be covert which is not visible, not known, and as and when this happens, as and when this happens, the

drive gets blocked. As and when this happens, the drive gets blocked, and as the drive gets blocked, it is not able to reach the goal, the individual faces frustration. Now each and every individual have different ways of dealing with frustration. They may become aggressive, violent; they may withdraw and forget about the goal; they may become fixated - no whatever happens I will definitely achieve my goal, I would keep on putting in hard work or they arrive at a compromise, they make an adjustment because they want to get rid of this frustration as quickly as possible. Now what happens, what happens, you know. Let us say, for example, there is a person who wants to get the highest marks in the class, and he is very achievement oriented; he has a high need for achievement, and so he puts in hard work day and night, to be able to perform better in the class so that he can secure the first position. Now as and when he, you know, he appears in the quiz, he appears in the exam, and he realizes he is not doing too well; he got the second or the third position in the class, he got marks which were not the highest but the second or the third highest; so there has been a barrier to his goal achievement and he could get frustrated. So, this conflict will happen within him - why have I not been able to reach my goal and he would get frustrated, and will react with different defence mechanisms.

One he could become aggressive; he could go and fight with his friends; he could go and argue with his teacher that why did she give or he gave him low marks and so, he may become aggressive. The second is that he withdraws; he says does not matter if I do not get good marks, I can always look for a good opportunity during my placement; what matters ultimately is a good placement, and so instead of the goal being securing the highest marks and coming first in class, and first in the batch, he decides to substitute it with another goal, and he withdraws from this goal. Third, could be fixation, where he says, no does not matter if I have not done well in the first quiz or in the first exam, I will definitely put in hard work, and I will keep on putting in hard work, till I get the first position, till I get the highest marks in class. And the fourth could be a compromise where he just decides to, you know, he just decides to remain at the second or third or fourth position, and he feels that it is okay; as long as I am in the first five, it does not matter. So, he faces some kind of a conflict within him, and he resorts to different kinds of defence mechanism. So, that is what we refer to as intra-individual conflict.

(Refer Slide Time: 28:16)



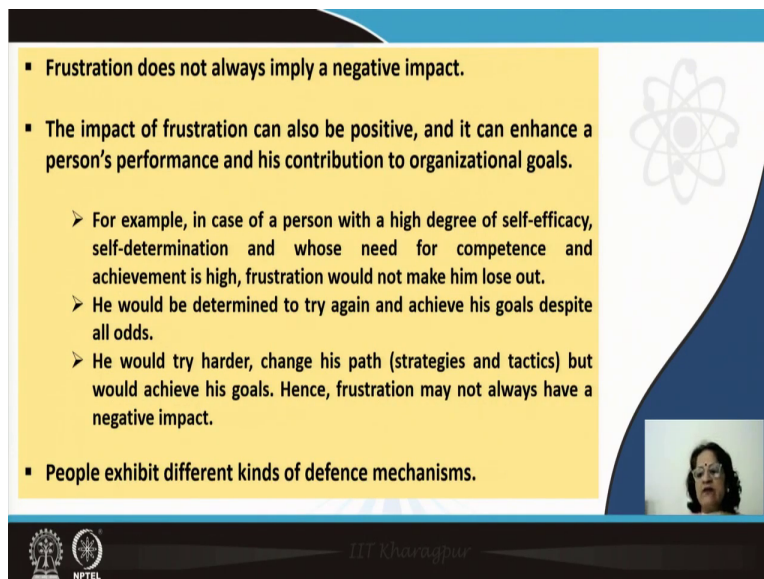
➤ **Conflict due to Frustration**

- Intra-individual conflict occurs due to frustration.
- Frustration is defined as a condition that occurs when a drive is blocked by a barrier, and a person is prevented from reaching a desired goal.
- The barrier may be:
 - overt (explicit)
 - covert (implicit; mental-sociopsychological).

IIT Kharagpur

Now this conflict due to frustration, actually is something which we all face in our day-to-day lives. So, intra-individual conflict occurs due to frustration, and frustration as I said is a condition that occurs when a drive is blocked by the barrier, and a person is prevented from reaching a goal, and the barrier could be an explicit barrier, overt or it could be an implicit a mental, social psychological barrier which is more covert.

(Refer Slide Time: 28:46)



- Frustration does not always imply a negative impact.
- The impact of frustration can also be positive, and it can enhance a person's performance and his contribution to organizational goals.
 - For example, in case of a person with a high degree of self-efficacy, self-determination and whose need for competence and achievement is high, frustration would not make him lose out.
 - He would be determined to try again and achieve his goals despite all odds.
 - He would try harder, change his path (strategies and tactics) but would achieve his goals. Hence, frustration may not always have a negative impact.
- People exhibit different kinds of defence mechanisms.

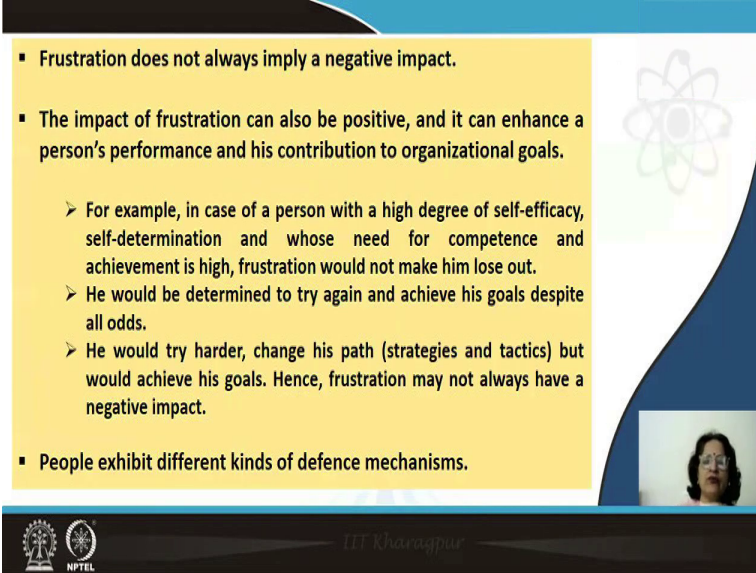
IIT Kharagpur

So, frustration does not always have a negative impact. The impact of frustration can also be positive especially if a person becomes fixated. As I just said that he says, no I want to come first in class, and I will keep on working hard till I come first in class; till I get the highest marks, and

I come first in class. So, the impact of frustration can also be positive; it can enhance a person's performance and his contribution to organizational goals.

So, let me also now give you an example in the organizational context that supposing there is a salesperson who is working very hard, and you know, his need for achievement is very high, and he wants to be the best sales person in the company. And he works day and night, hard to achieve sales. But in case he is not able to do that, so, he may either become aggressive or you know, and he may go and probably fight with the client who promised him to give him an order but did not give him an order; or he may go and fight with his boss, and tell his boss that the targets you set for us are very high; or he can withdraw and you know become more complacent in his approach, he is not that ambitious as a salesperson; or he gets fixated that yes, I am going to continue with my efforts of making sales, and get the highest sales in a particular quarter or in a particular period; or he can compromise and you know think of, either you know, becoming one of the few good, rather than the best, or he can, you know, think of asking for a different job role from his manager and so forth.

(Refer Slide Time: 30:29)



- Frustration does not always imply a negative impact.
- The impact of frustration can also be positive, and it can enhance a person's performance and his contribution to organizational goals.
 - For example, in case of a person with a high degree of self-efficacy, self-determination and whose need for competence and achievement is high, frustration would not make him lose out.
 - He would be determined to try again and achieve his goals despite all odds.
 - He would try harder, change his path (strategies and tactics) but would achieve his goals. Hence, frustration may not always have a negative impact.
- People exhibit different kinds of defence mechanisms.

IIT Kharagpur
NPTEL

So, when we talk of frustration, the impact of frustration can be positive as well, and it can enhance the performance of a person, and contribute to organizational goals. For example, in case of a person, who has a high degree of self-efficacy, self-determination, and whose need for competence and achievement is high, frustration will not lose him out. He would be determined

to try again and again and again, despite all odds, despite all problems, and he would try harder; he would change his path; he would change his strategies and tactics, but he will achieve his goal. So, frustration is not only something which has a negative impact. Frustration can also have a positive impact, and people actually exhibit different kinds of defence mechanisms be it compromise or withdrawal or fixation or aggression and so, forth.

(Refer Slide Time: 31:12)

➤ Goal Conflict

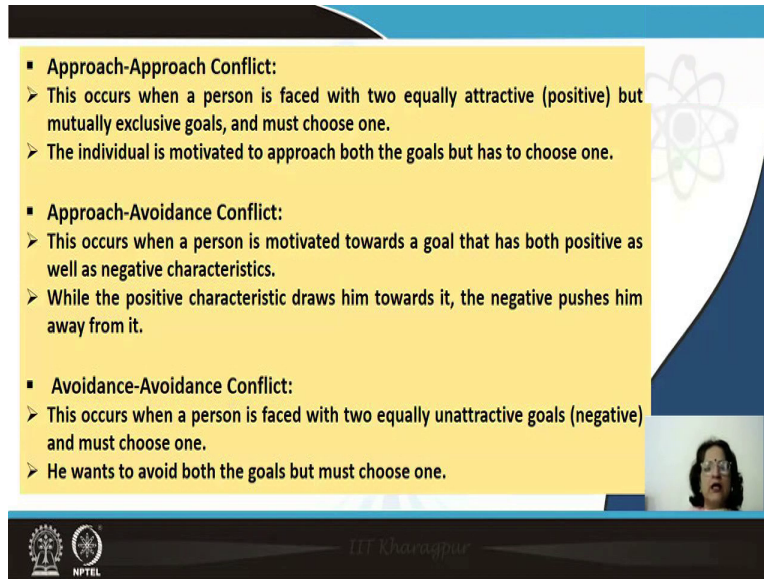
3 Types of Goal Conflict

- Approach-Approach Conflict
- Approach-Avoidance Conflict
- Avoidance-Avoidance Conflict

The slide features a background with faint icons of a gear, a lightbulb, and a person. A central image shows two hands holding a red ribbon. A small inset video in the bottom right corner shows a woman speaking. The slide is part of a presentation from IIT Khargapur, as indicated by the logo and text at the bottom.

Now the second kind of conflict which happens within individuals is goal conflict. Now there are three types of goal conflict - approach-avoidance conflict, avoidance-avoidance conflict and approach-avoidance conflict. I am sorry, approach-approach conflict, approach-avoidance conflict, and avoidance-avoidance conflict. So, there are three types of conflict that can happen - an approach-approach conflict, an approach-avoidance conflict, and an avoidance-avoidance conflict. Now let us discuss what each one of these is.

(Refer Slide Time: 31:45)



- **Approach-Approach Conflict:**
 - This occurs when a person is faced with two equally attractive (positive) but mutually exclusive goals, and must choose one.
 - The individual is motivated to approach both the goals but has to choose one.
- **Approach-Avoidance Conflict:**
 - This occurs when a person is motivated towards a goal that has both positive as well as negative characteristics.
 - While the positive characteristic draws him towards it, the negative pushes him away from it.
- **Avoidance-Avoidance Conflict:**
 - This occurs when a person is faced with two equally unattractive goals (negative) and must choose one.
 - He wants to avoid both the goals but must choose one.

Now approach-approach conflict. The conflict that occurs when a person is faced with two equally attractive goals, but mutually exclusive goals, and he must choose one; that is an approach-approach conflict, okay. Like a person is faced with two equally positive goals, two equally attractive goals, but mutually exclusive goals, and he has to choose one. So, the individual is motivated to approach both the goals; he wants to take both, but he can only actually choose one; that is when he faces an approach-approach conflict. Like for example, you know, the sales manager is given a territory which has a huge potential for sales and, you know, he has to opt between two of these sales territories. One of the sales territories is near his home town, and the other sales territory is in a city, where his children can get good education. So, both are attractive; both territory A and territory B have equal sales potential; territory A is closer to his hometown; territory B is in a city which has good schools, and he wants to educate his children in a good school. So, it is a tussle. Should I move towards A, or should I move towards B? Both territories are equally attractive because they have the same sales potential. But one is nearer home, so attractive; and another has good schools in the city so attractive. So, both are, you know, equally attractive to him, but he must choose one. So, that is when a person faces an approach-approach conflict - like I want this, as well as this, but I can get only one.

The second is an approach avoidance conflict. Now approach-avoidance conflict happens when a person is motivated towards a goal but that goal has both positive as well as negative characteristics. So, the positive characteristics draw him towards it, but the negative

characteristics pushes him away from it. So, that is what an approach-avoidance conflict. Like for example, a person is being transferred to Delhi okay, which as a sales territory.

And Delhi has huge sales potential. Delhi has a good, you know, opportunities for, you know, a good quality of work life, and good opportunities in every way - personal and professional. But the problem with Delhi is that the cost of living index is very high, and he feels that he will not be able to manage with this salary. So, that is an approach-avoidance conflict.

I repeat, a person is transferred to Delhi; huge sales potential; huge opportunities for personal growth, professional growth; but the cost of living index in Delhi is also very, very high. So, there is something which is drawing him towards, Delhi but there is also something which is pushing him away from Delhi, because he realizes that with his salary, he will not be able to save any more, okay, the cost of living index is so high in Delhi that he will not be able to save and so that is going to affect him negatively in terms of financial, that is going to have negative implications on his financial condition. So, that is what an approach-avoidance conflict is.

Now avoidance-avoidance conflict happens when a person is faced with two equally unattractive goals. He is actually faced with two equally negative goals, and mutually exclusive goals, and he has to choose one and he wants to avoid both the goals but he has to choose one; So, he is currently placed in his hometown as a sales territory which is say Chandigarh. And he is now supposed to get transferred. He has to either go to Vadodara or he has to go to say Nasik, and both places are very far away from his home and he does not want to go there. But he must choose one; he must either go to Vadodara or he must go to Nasik; and he does not want to go to any of these places because home will be very far away from him; he will be away from his hometown, but he has to choose one of them. So, that is what is an avoidance-avoidance conflict.



(Refer Slide Time: 36:10)

➤ Role Conflict and Ambiguity

- A role is defined as a set of activities that one must perform; in most cases such activities relate to a position and the expectations emerge out of established norms.
- A role conflict is one that relates to the various roles that a person must perform.

3 Types of Role Conflict

- Conflict between the person and the role
- Intra-role conflict
- Inter-role conflict






IIT Kharagpur

The third kind of an intra-individual conflict is what we refer to as role conflict, and that happens because of ambiguity. So, a role is defined as a set of activities that one must perform. In most cases, such activities relate to a position, and the expectations that emerge out of established norms. So, a role conflict is that is one that relates to the various roles that a person must perform, and there are three types of role conflict - conflict between the person and the role, inter-role conflict, and intra-role conflict. So, let us discuss each of these now.

(Refer Slide Time: 36:42)

- **Conflict between the person and the role:**
 - This is a conflict that a person faces because of a divergence between the personality of a person and the role expectations.
- **Intra-role conflict:**
 - This is a conflict that a person faces because of opposing and conflicting expectations about how a role should be played.
- **Inter-role conflict:**
 - This is a conflict that a person faces because two or more roles must be played at the same time.

IIT Kharagpur

Now conflict between the person and the role. Now this kind of a conflict happens when a person realizes that there is a divergence between his own personality and the role expectations which

means that his own personality traits and characteristics are not suited for the role that he is expected to perform. So, there is a conflict that a person faces because of a divergence between his own personality and the role expectations. So, that is what we refer to as conflict between a person and a role.

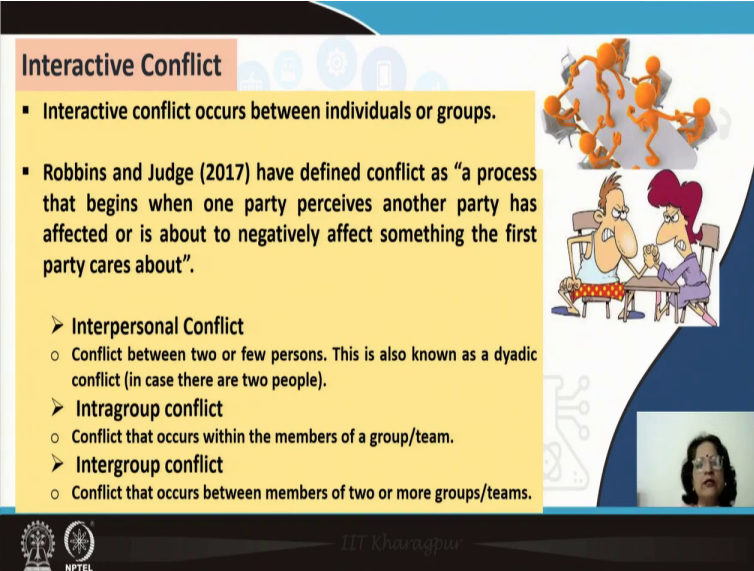
Let us take an example; there is a person who joins a company in the production and operations department. After some days, he is shifted to the R&D department. Now he is very good with operations, with handling tasks, sequencing of activities; he is very good handling the people in the plant, in the factory; he is very good with scheduling activities, performing activities, monitoring activities, and he has the ability to deal with people, and he loves to work with people and get things done through and with people, and so his personality matches with the kind of role that he is supposed to perform. Now while he was in the production and operations, it was fine but then he shifted to R&D where he is made to work in a cabin; he is made to sit in a cabin; work individually and produce designs, and while he is qualified as an engineer and can do that, yet he is uncomfortable because he is not able to work with others; he is not able to get work done through and with others, and he is made to work individually solely with the making of designs and blueprinting and so forth. So, that is something which he is not liking much and, so there is a difference between his personality and the role that is required from. So, while he was in the production and operations role, he was very happy because his personality traits, and his nature, and his mannerisms at work matched with the role that he was performing. But when he has been shifted to the R&D, he finds that there is a problem; he does not fit into the role that he is supposed to perform because he is by nature a team worker and he loves to work through and with people and in the R&D he is supposed to work alone; he is made to sit in a cabin alone, and he is made to produce designs and work on blue printing etc which he is not enjoying. So, that is the kind of conflict which happens between the person and the role expectations.

The second kind of role conflict is what we refer to as intra-role conflict. Now intra-role conflict is a conflict that a person faces because of opposing and often conflicting expectations about how a role should be played. So, that is the person is faced with a dilemma about the conflicting expectations regarding how a role should be played. So, that is what we refer to as an intra-role conflict.

And inter role conflict is when a person faces because he must play two or more roles at the same time. Like, for example he is a parent and he is a manager in a company. Now there is a parent teacher meeting which he must attend at 10 am, and there is also a meeting which is scheduled with the top management at 10 am.

So, how does he handle both the situations. Another example could be that a person is not only a team worker, but also the team leader. So, he must not only get things done through and with people, but he must also command and have control over them. So, there may be an inter-role conflict that may occur.

(Refer Slide Time: 40:37)



Interactive Conflict

- Interactive conflict occurs between individuals or groups.
- Robbins and Judge (2017) have defined conflict as “a process that begins when one party perceives another party has affected or is about to negatively affect something the first party cares about”.

➤ **Interpersonal Conflict**

- Conflict between two or few persons. This is also known as a dyadic conflict (in case there are two people).

➤ **Intragroup conflict**

- Conflict that occurs within the members of a group/team.

➤ **Intergroup conflict**

- Conflict that occurs between members of two or more groups/teams.

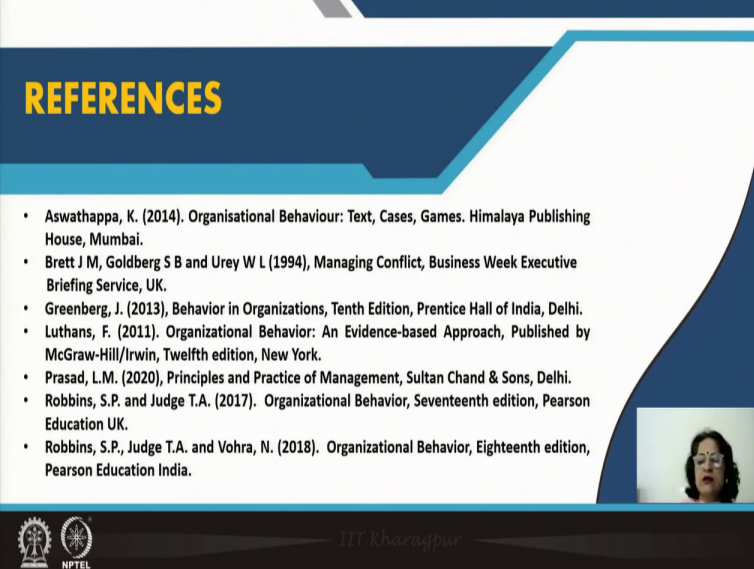
The slide includes two illustrations: one at the top right showing a group of orange stick figures in a chaotic, conflict-like state, and another below it showing a man and a woman sitting at a table, looking frustrated. A small video inset of a woman is visible in the bottom right corner of the slide.

Then we come to the next kind of a conflict which is interactive conflict. Now interactive conflict happens between people or in groups. I just mentioned in the first few slides about interpersonal conflict, about group conflict, and organizational conflict. All of these are actually interactive conflict Robbins and Judge have defined conflict as a process that begins when one party perceive another party has affected or is about to negatively affect something that the first party cares about, and that is what is conflict.

So, interpersonal conflict is between two of few people. If it is between two people, we also call it a dyadic conflict. Intra-group conflict is conflict that occurs within the team members, or

within the group members; and Intergroup conflict is which happens, when members of two or more groups or two or more teams, you know, interact and get into disagreement with each other. So, conflict that occurs between members of two or more groups or teams, is actually intergroup conflict.

(Refer Slide Time: 41:42)

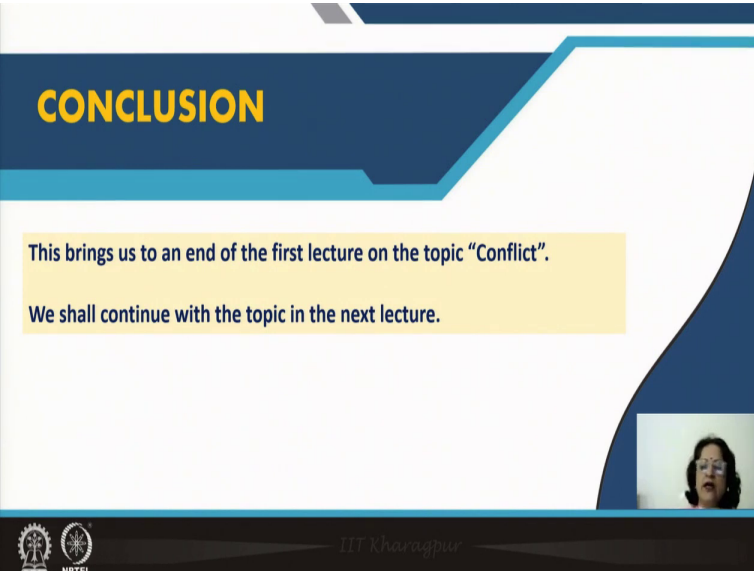


REFERENCES

- Aswathappa, K. (2014). Organisational Behaviour: Text, Cases, Games. Himalaya Publishing House, Mumbai.
- Brett J M, Goldberg S B and Urey W L (1994), Managing Conflict, Business Week Executive Briefing Service, UK.
- Greenberg, J. (2013), Behavior in Organizations, Tenth Edition, Prentice Hall of India, Delhi.
- Luthans, F. (2011). Organizational Behavior: An Evidence-based Approach, Published by McGraw-Hill/Irwin, Twelfth edition, New York.
- Prasad, L.M. (2020), Principles and Practice of Management, Sultan Chand & Sons, Delhi.
- Robbins, S.P. and Judge T.A. (2017). Organizational Behavior, Seventeenth edition, Pearson Education UK.
- Robbins, S.P., Judge T.A. and Vohra, N. (2018). Organizational Behavior, Eighteenth edition, Pearson Education India.

NPTEL IIT Kharagpur

(Refer Slide Time: 41:47)



CONCLUSION

This brings us to an end of the first lecture on the topic "Conflict".

We shall continue with the topic in the next lecture.

NPTEL IIT Kharagpur

So, with this I come to an end of this lecture. These are the references. So, we are at the end of the first lecture on the topic Conflict. We shall continue with the topic in the next lecture. Thank you.

