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Developing Constructive and Positive Conflict Resolution Mechanism Strategies at Various Organizational Levels

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Keywords: *conflict, culture, dispute, resolution.*

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Developing Constructive and Positive Conflict Resolution Mechanism Strategies at Various Organizational Levels

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Abstract- **The concepts of peace and conflict are inextricably related and exist side by side by the prevailing circumstances. Peace and conflicts have never prevailed at the same moment. Peace exists when there is no conflict while conflict also exists when peace is absent. Peace and conflict as a concept have been the bedrock of peace studies since its emergence as an academic discipline at local, national, and international levels. Therefore a better understanding of the concept of peace and conflict will further widen the horizon of students who want to embark on studies related to the concepts.**

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I. Introduction

Until now that modernization has channeled its way into all aspects of our life through the invitation of Western culture education where the system is modernized, the position of religious leaders; Bulamas, Lawans, Ajias, Malas, Kachallas and the Shehu were replaced by communities and market "Suwlima" that is supervisors and general managers of the market area, but the office of the market Sharia still exists.

Also with the coming of Western education the emergence of union and forums also find their ways in conflict resolution mechanism, it is in our culture now that forums are also used in resolving any conflict at the level of unions before appealing to the supervisor and general manager of the market and finally the Sharia Judge of the market village, communities, and the market. Conflict is resolved base on the above outline approach among the Kanuri culture, which up till now has its reference in any established Kanuri society and is used as an example of community is sustainable through what it faced.

II. Conflict Resolution Mechanism Strategies at Various Organizational Levels is the Emerging Thought

Dispute resolution constitutes a managerial responsibility and activity and has a crucial impact on the well-being of the organization. Managers often serve as third parties to a conflict resolution mechanism process. Organizations develop many conflict resolution mechanism strategies at various levels of the organization. Many researchers have documented that protagonist who emphasizes their cooperative, positively related goals where they believe that as one move toward goal attainment. The others too are prepared to engage in open-minded discussions; they express their various views directly, try to understand each other, and combine their ideas to solve the underlying problem for mutual benefit. In contrast to this theory on the approach that is likely to result in positive outcomes, the definition of constructive conflict is not so clearly operational. Deutsch (1973) argued that conflicts are created to the extent that participants consider that overall they have gained more benefits than costs. Assessing these benefits and comparing them with the cost though involve a complex calculus. Conflicts can have wide-ranging effects and it seems likely that actors typically experience different effects and that consequences valuable in the short-term are not necessarily valuable in the long-term. According to a study conducted by EttyLiberman, Yael Foux Levy and Pertz Segal (2009), it have been accepted that there is a notion that an internal Conflict Management System for workplace disputes must be designe to promote a positive work environment. This study discusses the design and implementation of Conflict Management System for an Israeli municipality. It assesses how effective the Conflict Management System has been from the perspective of users on improving interpersonal relationships and creating a positive workplace atmosphere. Linda L. Putnam (2007) discussed organizational conflict management systems - the early dispute models such as Adjudication and Arbitration which, are replaced by the Non-union environments characterized by team-based work systems, co-operative partnerships, and joint ventures, participatory and collaborative management systems.

In a study made by Steve Alper, dean Tjosvold, Kenneth S. Law (2000), it is discussed that the co-operative approach to conflict leads to conflict efficacy that, in turn, results an effective performance as measured by managers. Michael R. (1989) quotes in a study on Conflict management and organizational development that personal relations in an organization depend on four general forms such asi) Power and dependency ii) Negotiating iii) Instrumental, and iv) Socio-emotional aspects. Dean Tjosvold (2007) states

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that co-operative relationships exist in an organization when skills to discuss diverse and conflicting views open-mindedly, combine energy, ideas, and knowledge of people a highly constructive manner take place.

In various studies conducted by Carten K. W. De Dreu (2007) and many researchers, it is discussed that workplace conflict is quite desirable, should be welcomed and where possible, stimulated Pondy (1992). This is swhat Van de Vliert and De Dreu (1994) suggested some time ago: In overly harmonious or protest-repressive situations, therefore, encouragement and intensification rather than prevention and mitigation of conflict may often be recommended. George and Jones (2005) note in a book the view on conflict, although unavoidable, it can often increase organizational performance, if it is carefully managed and negotiated. The finding of the study by Jose M.Guerra, Ines Martinez, Lourdes Munduate, and Francisco J. Medina (2005) is that the role of organizational culture is more in influencing the nature of conflicts that occur in the workplace. It is found that task conflicts take place in private organizations with a high goal oriented culture compared to public organizations with a low goal-oriented culture. Angela I. Greenwald (2007), the findings were quite attention - drawing. The study is to investigate the degree to which the Six Sigma leadership training program prepares leaders to resolve organization conflict, a source of stress-related illness. A qualitative case study approach was utilized. Twenty-three Black Belt leaders in three Six Sigma roles of one Fortune 100 company were interviewed from five strategic business units to determine if improvements may be made to reduce unresolved conflict and enhance leader effectiveness. Leaders reported being ill-equipped to manage conflict, negatively impacting productivity, rendering them less effective and unable to meet personal and organizational goals. The results confirmed that no training in the area of conflict resolution mechanism is included in the curriculum. To compensate, the leaders sought training outside of the curriculum, ignored conflicts, or worked alone. Adequate recognition, a supportive leader and peer network, judicious project selection and, a conflict-receptive culture were positive influences. Recommendations for promoting positive social change by reduction of harmful workplace conflicts include conflict resolution mechanism training, the initiation of a peer network, clearer role definition, and more thorough project selection. According to Ruth Sirman (2008), Collaborative Leadership is a sound solution to complex problems at the workplace. The study explains the Management style that was ripe for conflict. Collaborative leadership changes the dynamics and re-establishing a functional workplace, assessing the damage, soliciting inputs from employees, having a plan and, moving beyond the politics of work.

Patrick Lencoini (2008) stated five critical success factors to build trust among the team members at the workplace. By harnessing trust, conflicts can be managed in a constructive and productive manner. According to a survey conducted by George Kohlrieser (2007), there are six essential skills for managing conflict. The researcher enumerated the benefits of conflict to a company and how to manage it for high performance. According to Janice L Dreachslin, Dane Kiddy (2006), there are six causes of conflict. Viz., unclear expectations, Ineffective or poor communication, lack of clear jurisdiction, interpersonal styles or attitudes, conflicts of interests, and organizational change. She also stated the resolving styles such as collaborating, competing, compromising, accommodating, and avoiding. The researcher suggested the best technique to manage conflict by developing emotional intelligence among the members of the team or group at the workplace. A study is conducted by Debra Lynn Ravanheimo Casey (2007), on managing conflicts through organizational ombudsmen programs. This study found that for that period of study, these programs exist as informal conflict management mechanisms with different types and conflict management contexts. This study focused on ombudsmen at the level of the programs and organizations that use them in dealing with the world of workplace conflicts.

Kelly Blayne Warren (2004), according to this study, the dominating style of conflict management is a style that forces behavior to win one‘s position at any cost. Recall Rahim‘s (1992) statement, dominating may mean standing up for one‘s rights and defending the party believes to be correct. Analysis from this data produced a positive correlation between the dominating conflict style and the spiritual gift of a ruler. The leader with the gift of ruler-ship looks ahead to possibilities and future goals, offers guidance to reach those goals, and communicates those goals in such a way that others will listen and work to achieve them. Thus, when conflict occurs, the ruler will stand up for his or her position because it’s believed to be essential to goal achievement. Dominating may win in the short term, but Rahim et al. (1999) contended that the style is short-sided and short-lived. Therefore, the ruler who uses the dominating way of managing conflict too often may win the battle but lose the war. Constance Barrow–Green (2004), in his study, focused on the relationship between the styles of conflict management and the quality of the dyadic relationship between leader and follower. The study states that effective leadership is critical to organizational success, which influences the styles of leadership and the relationships exchanged by a leader and a member. Jennifer L. Clarke (2003), the study explains the experiential learning as an enabler to improve conflict management in a work team. The

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experiential learning program affects the ability of a team work to effectively manage conflict. Linda Berens (2010), discusses the essential characteristics of the interaction styles from this points of view; positives, dialogue, differences discussions, decisions, agility, and unfinished business discussions. All these characteristics are strategies for constructive conflict management in the work environment.

III. Conclusion

Finally, it is the advent of the slave drivers and colonial masters to Africa that degraded, and in some areas, wipe out the Africans methods of monitoring, preventing, managing and, resolving conflicts. Africans also had their peculiar ways and manners of effective peace-keeping, peace-building, and confidence building. These are very effective methods that have today been wiped out by the forces of colonialism, including psycho-war forces. This resulted to instability and retarded development. Dialogue between disputants is today replaced by fighting, and the mediating role of elders, and other more peaceful institutions as age-grades, highly revered societies are replace in several clashes with police actions (tear gas), military peace-keeping operations, and endless court proceedings. This reminds us of the old African saying that people live out their culture and tradition for self-confidence, self-reliance, positive change and stability, and that people without their culture are as good as dead and forgotten.

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