

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management



Master's Thesis

**Workplace Conflict Management and Administration
towards a Constructive Outcome**

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DIPLOMA THESIS ASSIGNMENT

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Economics and Management

Economics and Management

Thesis title

Workplace Conflict Management and Administration Towards A Constructive Outcome

Objectives of thesis

The overall aim of this thesis is to identify types of conflicts which occur in a section of a modern company or organisation, and how and why they occur. Ultimately, the thesis will identify how conflicts can be managed to the benefit of the business and the staff.

Partial objectives include identifying various styles of conflict management, and determining whether there is a relationship between conflicts in the office and staff performance.

Methodology

The theoretical part of this thesis will be based on a thorough review of appropriate current literature on the topic. The practical part will apply the use of an appropriate range of analytical techniques to examine data collected through original survey and interview material, as well as from appropriate secondary sources.

The proposed extent of the thesis

approx 60-80 pages

Keywords

conflict management styles, ethics, conflicts in the office,

Recommended information sources

ARMSTRONG, M. *Armstrong's essential human resource management practice : a guide to people management*. London: Kogan Page, 2010. ISBN 978-0-7494-5989-5.

Beitler, L. A., Scherer, S., & Zapf, D. (2018). Interpersonal conflict at work: Age and emotional competence differences in conflict management. *Organizational Psychology Review*, 8(4), 195-227

Caputo, A.; Marzi, G.; Maley, J.; Silic, M. Ten years of conflict management research 2007–2017: An update on themes, concepts and relationships. *Int. J. Confl. Manag.* 2019, 30, 87–110.

JEX, S M. *Stress and job performance : theory, research, and implications for managerial practice*. Thousand Oaks, Calif.: Sage Publications, 1998. ISBN 0761909230.

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Declaration

I declare that I have worked on my diploma thesis titled "Workplace Conflict Management and Administration towards a Constructive Outcome " by myself and I have used only the sources mentioned at the end of the thesis. As the author of the master thesis, I declare that the thesis does not break any copyrights.

In Prague on 27.11.2022

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Workplace Conflict Management and Administration towards and Constructive Outcome

Abstract

The primary purpose of this research project is to analyze the effects of conflict on the efficiency of an organization's operations as well as the level of cooperation that exists among its workforce in order to determine the nature of the many forms of conflict that are there. In addition to this, the author examines and evaluates six distinct hypotheses about disputes that may arise in the workplace related to gender, age, experience, and other characteristics.

Consequently, the author concludes that conflicts are universal to every category of individuals regardless of their social class and other characteristics. Also, the author suggests exposing employees less to manual work in order to decrease the overall stress level and reduce the probability of conflicts in the workplace.

Keywords: conflict management styles, ethics, conflicts in the office

Řízení a správa konfliktů na pracovišti směřující ke konstruktivnímu výsledku

Abstrakt

Hlavním cílem tohoto výzkumu je analyzovat dopady konfliktů na efektivitu operací organizace a také úroveň spolupráce, která existuje mezi jejími zaměstnanci, s cílem určit povahu mnoha forem konfliktů, které se vyskytují. Kromě toho, autor zkoumá a hodnotí šest odlišných hypotéz o diskusích, které mohou na pracovišti vzniknout.

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Klíčová slova: styly zvládnání konfliktů, etika, konflikty v práci

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1 Introduction

Today's businesses work in an unstable environment, one in which companies and institutions are always searching for new methods to boost their performance and increase their level of competitiveness. (Dodd, 2003). It is unavoidable for workers to argue with one another in a workplace setting. Conflict is an inevitable byproduct of every human endeavor that involves collaboration; as such, it is an everyday occurrence in the job.

Conflict amongst workers in their place of employment is a typical occurrence that may be traced back to personal differences as well as variations in employee ideals. Maintaining a good working environment requires prompt resolution of any conflicts that may arise between employees (Ursiny, 2003).

In contemporary management theory, the term "organization" refers to a framework that brings together individuals who have a same goal in order to realize that goal via collaborative effort. Today, there is a diverse range of organizations that serve a variety of goals, including commercial, charitable, volunteer, and others. When two or more individuals are working together on a project, disagreements are likely to happen no matter how large the organization is or what its primary goal is.

There are various ways to define a conflict occurring in an organization and one of them is: "the process by which one party views its interests as being challenged or adversely impacted by another party," conflict is the state that occurs when one party feels that its interests are being threatened by another party (John-Eke, 2020). According to Kazimoto (2013), organizational conflict is defined as the existence of disagreements that take place when the goals, values, or interests of various people or groups are inconsistent and hinder each other's efforts to achieve organizational goals.

These disagreements can take place between individuals within an organization or between different groups within an organization. It is possible to describe it as the process of communication as well as the inevitable outcome of a similar interaction that displays differences of opinion and disagreement between different people and groups in the workplace. If this is the case, then conflict in the workplace is an unavoidable fact for every

company or organization as long as individuals vie against one another for employment, respect, power, and safety (Adomie and Anie, 2005).

According to academists and researchers, the reasons why people get into fights are because of their own traits (personality, individual ideals, intents, worries, and desire for independence) as well as the social elements in their environment (perspective, communication, behavioral and structural relationships, past interactions) (John-Eke, 2020).

The fundamental sources of contention that may be ascribed to a single individual include differences in personality characteristics, values, ambitions, and views. In addition, the manner in which a person perceives others to be a threat to his or her goals, the level of communication within the group and the manner in which it is conducted, the power relations, and the resurgence of previous conflicts are important factors to consider when attempting to define conflict in a group setting.

2 Objectives and Methodology

2.1 Objectives

The primary purpose of this research project is to analyze the effects of conflict on the efficiency of an organization's operations as well as the level of cooperation that exists among its workforce in order to determine the nature of the many forms of conflict that are there. It also focuses on the factors, such as gender, age, qualification, experience, and degree of organization, that contribute to the occurrence of conflict inside an organization.

In addition to this, the author examines and evaluates six distinct hypotheses about disputes that may arise in the workplace:

1) There a correlation between the degree of organizational structure and the incidence of conflicts.

2) Males tend to be involved in more confrontations than women do.

3) Women face more instances of discrimination in the workplace than males do.

4) Age group and frequency of conflicts are related.

5) Having a higher degree of education make it less likely that people would conflict with one another.

6) Employees who have been with the same company for a longer length of time have fewer instances of workplace conflict.

7) There any relationship between the salary that a person earns and conflict frequency.

8) Having a disgust towards a person with whom someone had a conflict before have something to do with gender.

Additionally, the author responds to the following research questions:

1) Is it common practice for companies to dismiss employees who start a quarrel amongst coworkers?

2) Does the company assist workers in finding a solution to the conflict?

3) How productive is it for persons who have previously been engaged in a dispute to work together?

In conclusion, suggestions and advice will be offered with the goal of lowering the probability of future confrontations.

2.2 Methodology

The research technique entails a series of steps, including the selection of respondents, the study of such data, the analysis of said data, and the discovery of information that may be used for the purpose of producing enhancements. It also involves deciding which technique to use while reviewing and evaluating the data that was obtained for the research, as well as which method to employ when collecting data for the study itself.

In order to accomplish the aim of the thesis, the objectives must first be developed. The argument of the thesis may be broken down into two sections. In the section of the thesis devoted to the literature review, the first section consists of material on the definition of conflict and conflict management, as well as the different forms of conflict and the causes of conflict. In addition, information on models used in conflict management may be found in the study of the relevant literature. In this particular instance, the information is obtained through secondary sources such as papers, journals, books, and so on. The literary half covers not just the tactics for conflict management but even the impacts of conflict as well. In addition to this, the information on the process of conflict management is detailed in detail in the thesis.

The examination of the original data constitutes the second section of the thesis. For the purpose of determining what kind of conflict occurs inside an organization and whether or not it has any effect on the performance of either the workers or the organization as a whole, a structured questionnaire is devised to gather data from those working within the organization. The data that is necessary for the purpose of the study is acquired from two different firms, the first of which is SAP, and the second of which is DHL, both of which are situated in Prague. The number of respondents in the sample is set at 100, which reveals a certain proportion of respondents coming from each of the chosen organizations. The questionnaire is mostly marketed by individuals who are actively working for both firms, and the Google forms form platform is used in the preparation of the questionnaire. In order

to obtain qualitative data, the author also interviews the team leader of SAP in order to get more insights to answer the research questions stated earlier.

The author employs several techniques of statistical inference, such as Chi-square tests, in order to arrive at pertinent findings and validate the hypotheses that have been presented. The statistical program known as SPSS Statistics is used throughout the processing of results and testing procedures. In addition to this, the author does also assess relative risks for associated research topics and hypotheses.

3 Literature Review

3.1 Conflicts

3.1.1 Definition

Conflicts are a natural and necessary component of the typical working environment. Even though it is often understood that conflict is an unavoidable and essential component of the working environment, it is essential to define conflict in order to avoid misunderstandings. (Smile, 2014) There have been several efforts made by a variety of authority to define conflict in contemporary civilizations. Nevertheless, there is no one description that adequately captures both the vividness and the diversity of the concept. A conflict is similar to an argument followed by an argument, disagreement followed by disagreement, fighting, and then coming together.

Competition between or between different groups in a community is another potential source of conflict. According to Ursiny (2003), the disagreement between ideas, beliefs, behaviors, or interests that are sometimes stated in words but sometimes not is what constitutes conflict. In addition, Mankoe (2006) defined the conflict as the pursuit of incompatible or at the very least apparently conflicting aims, in which the advantages of one side exceed the disadvantages of the other. According to Rahim (2001), conflict may be defined as "a collaborative process that is marked by inconsistencies, conflicts, or disagreements inside or between civil society organizations (i.e., people, groups, organizations, etc.)."

Robbins (2005) defines as "a process that begins when one party feels that the other party is badly affected or is about to seriously disrupt something that the first party cares about." This feeling can arise when one party perceives that the other party is negatively affecting something that the first party cares about. This is a really valid answer, which highlights the reality that the disagreement is about theory, rather than the actual, concrete facts. Referring to the phrase "unconscious" helps to identify the emotionally charged condition that results from conflict. It is said that there is more than one party engaged, as well as the possibility that there may be a future component tied to it.

To be in conflict with one another implies to be in opposition. Disagreements between people or among members of organizations are referred to by this term. Disagreements of this kind are inevitable in every human connection. This viewpoint is supported by Larfela (1988), who defines conflict as follows: "Part of the competitive process in the survival and evolution of species, homosapiens and in his search for new and better ways to deal with limited resources and stress. in evolution." Larfela's definition is in agreement with the one presented here. It is evident from this description that conflicts will always occur between individuals, groups of people, members of an organization, and organizations that are connected in some manner to one another.

The definition of activity that is meant to impede another person from achieving their aims is one definition of organizational conflict. Therefore, conflict is the result of incompatible policies and originates from conduct that is in direct opposition to one another. According to Lewis et al(1997) .'s research, disagreements between members of the organization are unavoidable. This is because various teams are forced to compete with one another for limited resources, which is a consequence of the borders that naturally emerge within every organizational structure.

According to the findings of a research that was published in 2005 by Rivers, the sheer fact of physical separation (between us and them) was sufficient to generate conflict. The concept being discussed here is known as the notion of social identity. When teams are created, divisions like this one occur; these divisions reflect the many functions carried out by the organization and provide support for the eventual vision. (Lewis et al., 1997).

3.1.2 Types

There are a lot of different kinds of conflicts, which are also often called different degrees of conflicts. They take place between two people, and some examples of them are as follows:

1) Interpersonal conflict.

Individual conflicts may escalate into interpersonal conflicts when they include two or more persons. Typically, it is the result of two or more individuals vying for the same job or for limited resources. According to Mcshane and Von Glinow (2000), the factors that lead to human conflict in organizations are personality divisions, ideologies, conflicts of values and interests, differences in power and circumstances, and scarce resources. These factors were found to be the most frequently cited reasons for human conflict. Human conflict is by far the most prevalent kind of conflict that workers in many different types of businesses encounter (Adomi and Anie, 2005).

2) Intrapersonal conflict.

This kind of conflict takes place within a person and is known as intra-personal conflict. According to Nelson and Quick (2003), there are a few different kinds of personal internal conflicts, one of which is a conflict between an external role and an internal role. The authors characterize the function as a collection of individual requirements and prerequisites. A role play involves a person who plays a significant part, and the senders of the message are not the same persons who establish the expectations for the person. The conflict between an employee's job as an employee and their function as a parent is the most prevalent kind of role conflict among many workers. This type of conflict occurs when an employee's role as an employee clashes with their role as a parent. The internal conflict of a role often emerges when a person gets contradictory signals from role senders about what they should perform in a certain position. This may be confusing for the person playing the role.

3) Intergroup conflict.

According to Shani and Lau (2008), group conflict may be broken down into two categories: intragroup conflict and intergroup conflict. The authors believe that it is possible to get a better understanding of group disputes by first focusing on the conflicts that arise between individuals. According to Shani and Lau (2008), the factors that contribute to factional conflict include teams competing for limited resources, divergent opinions on the

most appropriate unit management practices in the organization, dependence on a single team, difficulties in communication, different interests and objectives, and ambiguous responsibilities. According to Nelson and Quick (2003), disagreements between groups may have beneficial benefits on each of the groups involved, including greater team cohesiveness, increased attention on tasks, and enhanced loyalty to the group. The authors also point out that the four primary reasons of factional conflict are when the parties involved are reliant on one another; when the parties have distinct aims; when the parties' perspectives disagree; and when the organization continues to foster specialization. In the meantime, Hellriegel (2010) identified four different types of group conflicts, including direct conflicts (which occur between groups of employees with different levels of authority within the same organizational category), horizontal conflicts (which occur between groups of employees in different departments within the same organizational category), and power struggles (occurring between groups of similar employees). Level of power within the organizational sector, labor disputes (arising from support groups and groups responsible for the development of commodities and/or services), and conflicts based on diversity all play a role in the dynamic (based on factors such as race, religion, nationality, age, and gender).

4) Intraorganizational conflict.

Rahim (2001) describes organizational conflict as a process of collaboration that is marked by inconsistencies, conflicts, or arguments inside or between civil society groups. One kind of organizational conflict is known as intraorganizational conflict. The implications of this kind of conflict are various, and if they are not appropriately handled, they may pose a danger to the wellbeing of the organization as well as its ability to continue existing. In the meanwhile, Tjosvold (2001) discusses three different causes of conflict inside organizations and argues that having a better grasp of the roots of conflict increases the number of chances for successful conflict management. According to the authors, the primary causes of conflict are communicative (conflicts resulting from misunderstandings), structural (conflicts connected to organizational responsibilities), and personal factors (conflicts caused by personal differences). However, Hotepo et al. (2010) show that resource restrictions and communication issues are the most often stated reasons of organizational conflict.

Figure 1, levels of conflicts



Source: Gallo, 2014

All in all, it is vital to note that there are even additional forms of conflict that frequently involve people versus whole civilizations, governments, special groups, etc., but in context of organizational conflicts, it is feasible to distinguish four more or less unique categories. Clearly, disputes do appear to be rather normal processes, therefore attempting to escape from them and isolate oneself will definitely be useless. According to Gallo, each level or kind of conflict needs a particular technique to handle it, and sometimes, despite the relative similarities across the levels, each level demands a specific approach that cannot be used in any other case (Gallo, 2014).

3.2 Workplace Conflicts

3.2.1 Causes

When it comes down to conflicts, classifying disputes into a certain category, such as "workplace conflict," is very necessary. Conflicts in the workplace may originate from a variety of sources, and approaches to resolving them may vary from one company to the next. The author made this point clear in her aims and objectives section. In addition, it is important to point out that disputes in the workplace have a variety of factors that contribute to their development.

According to Tiwari (2016), the following categories may be used to classify the reasons why disputes arise in the workplace:

1) Ineffective Communication or poor communication.

The failure to communicate effectively is one of the primary factors that contributes to the occurrence of conflict in the workplace. This may make a difference in the patterns of communication that occur or the lack of communication that occurs. For instance, a manager may have delegated an employee's responsibilities to a coworker but neglected to inform the retrieval function of the change. An employee may have feelings of humiliation as a result of this, which may then lead to enmity between other workers and a manager. When there is a breakdown in communication in the office, workers may find themselves more likely to engage in unpleasant conversation and to believe workplace gossip. Ineffective communication in the workplace not only increases the likelihood of conflict, but it also has a negative impact on both the productivity and morale of workers (Tiwari, 2016).

2) Personality Differences

Another factor that contributes to friction in the workplace is the existence of contrasting personalities among workers. Employees come from a wide range of backgrounds and have had a variety of experiences, all of which contribute to the formation of their personalities. Problems may emerge in the workplace when individuals fail to comprehend or accept the

variances in personality that exist between one another. For instance, a worker could have a forthright attitude that compels him to express whatever is on his mind, even though doing so would be inconvenient. An employee whose nature is plain may aggravate a coworker whose personality is not the same as their own. It's possible that a coworker may think the employee is impolite or inconsiderate (Tiwari, 2016).

3) Different values and cultures

Much like employees' personalities, their values might differ from one another in the workplace. Where there is a generational divide in the workforce, there is a discernible pricing difference. There is a possibility that younger workers will have different work ideals than older workers. The inability to tolerate price discrepancies is more often than not what drives labor conflicts, not the price differences itself. If workers can't learn to tolerate one another's differences, they're more likely to criticize one another's character and experience. The debate becomes a heated fight when insults are exchanged between the parties (Tiwari, 2016).

4) Competition

Conflict may be caused by unhealthy competitiveness in the workplace, which can be attributed to competition. Some sectors of the economy tend to foster circumstances that are more competitive than others. If pay are tied to the output of employees, then it is possible that the workplace will be filled with intense competition amongst workers. A hostile work environment may be the result of uncontrolled competition, which can lead to people losing their jobs or being harassed. The promotion of individualism at the expense of team interaction is one of the negative effects of workplace competitiveness (Tiwari, 2016).

Figure 2, causes of conflicts



Source: Tiwari, 2016 et Rahim, 2002

However, internal conflicts frequently emerge when a person is uncertain about what work is expected of them if it has not been clearly specified by the supervisor or the person in control. This may lead to feelings of frustration and anger inside the individual. Additionally, if the management does not clearly identify the activities that the individuals working on the team are supposed to be doing, this will result in additional disagreements. Stress that is connected to roles might be caused by conflicts between different persons. Individuals and groups are more likely to find themselves at odds with one another if the phrases are not tailored to the unique members of the group. According to the research that has been done, there is an endless supply of potential sources of conflict inside the organization, and each of these conflicts creates its own unique set of results.

In most cases, there are six additional six sources, which are as follows:

1) Personal conflicts, which are situations that occur when one person is under personal pressure; 2) Problems arising from a conflict of interest, which is a situation that occurs when there is a conflict of interest in a person's role in the organization;

3) Conflicts of authority, which are situations that occur when there is a conflict of authority in a person's role in the organization. Power battles that bring individuals and communities together for the purpose of pursuing their own egotistical goals;

4) Disagreements resulting from segregation, also known as conflicts that arise as a result of people experiencing the same problems from very different backgrounds;

5) The interdependence requirements of cooperation, which, if not broad and balanced between the parties, have resulted in divisions of communication and negotiation, which, if critical, have resulted in significant conflict;

6) External pressures from outside the entity that generate internal pressures as the system attempts to deal with them; 7) The interdependence requirements of (Rahim, 2002).

All in all, each academist specifies its own set of reasons of organizational disputes, therefore it is extremely crucial to grasp that they are largely tied to distinct areas spanning communication, competitiveness, values and cultural diversity.

After all, as Hofstede mentioned it in his extensive study of different cultures, people engaged in active cooperation in an organization all possess a completely different perception in relation to their preferred workstyle, whether it be individualist or collectivist, perception of masculinity, etc., as Hofstede mentioned it (Hofstede, 2009). Taking everything into consideration, it is possible to identify an infinite number of factors that contribute to disagreements.

3.2.2 Effects

Many academics and writers in the past believed that conflict had solely a negative or damaging influence on an organization, particularly on the productivity and performance of the company (Kinicki & Kreitner, 2008). In this respect, the Traditional viewpoint (1930–1940), which refers to a singular school of thought, maintains that disputes need to be avoided since they indicate violence between different groups. Conflicts are seen as bad occurrences and are linked to vandalism and violent behavior. However, because of the

development of human interactions, often known as the Contemporary View (1940-1970), this viewpoint has shifted.

The contemporary view maintains that conflict is an inevitable and natural occurrence in all kinds of groupings. Conflict is an accepted part of public relations education. They hold the belief that friction may be beneficial to the functioning of groupings (Robbins, 2005). One such point of view is that of Rahim (2002), who proposed that the way in which one chooses to resolve a dispute determines whether the results of the conflict are positive or negative. According to the findings made above, the dispute has a detrimental effect on companies due to the waste of precious resources and time-consuming activities. In a similar vein, disagreements do not have a beneficial influence on companies, particularly when it comes to fostering and creating new methods of decision-making that are of high quality in businesses. In addition, when workers join together to settle these problems, it fosters a feeling of collaboration throughout the business as well as cooperation amongst individual members of the organization (Rahim, 2001; Robbins et al., 2010). Despite the fact that conflict produces both good and poor outcomes, employees and managers are obligated to collaborate in order to obtain desirable outcomes.

Effects of conflicts that have unfavorable consequences here is a condensed list of some of the effects of conflict that have unfavorable consequences for individuals: (Dana, 2001)

- 1) Psychological responses
- 2) Lack of interest to work
- 3) Job dissatisfaction
- 4) Work distress
- 5) Estrangements or alienations from others
- 6) Disappointments

Behavioral Responses: Conflict may lead a person to behave in strange ways, such as smoking, drinking, disliking others, minimizing interaction with others, and refusing efforts to influence them. Some examples of these kinds of behaviors include: Dana (2001) offered an exhaustive breakdown of the costs of war, which are as follows:

Waste of time - Disputes have a negative impact on the performance of both the person and the organization. Managers spend a significant amount of time and effort trying to resolve conflicts, when instead they could be focusing on increasing productivity.

People working for the company decide to quit it - Leaving the organization: Members of an organization who are unhappy with the amount of conflict that occurs inside their organization could choose to quit the group if they feel it is best for them to do so. In particular, it is risky if such people are a part of the executive committee or executive board of the organization. When current members begin to withdraw their membership from the organization, the organization is responsible for a number of obligations, including the recruitment of new members and the appointment of acting board members. Because of the very critical situation, the organization is in risk of being dissolved, as a result of the resignation of at least one member of the executive board or the resignation of many members.

Theft, sabotage, and vandalism were committed. Disputes have the potential to result in damage to property in the workplace, misbehavior on the part of employees, a decrease in the market share of the service or product, and subsequently a loss of productivity. In addition, if a business spends the majority of its time resolving disputes, its personnel may not be able to concentrate on the critical tasks they need to achieve in order to be successful. Members become more prone to dissatisfaction as a result of conflicts, as well as more focused on gossip and less focused on the duties they are responsible for doing. As a direct consequence of this, organizations lose access to vital resources, including donors, money, and needed services.

Consequences for one's health - Conflicts may result in "collective traumas," which can then create "chosen trauma," which can be handed down to subsequent generations in a manner that annoys one's ancestors' adversaries. This can be carried down via families. Certain traumatic events give rise to a sense of collective ownership and keep the fire of conflict burning. Major confrontations that last for a long time may have a negative impact on individuals not just emotionally but also physically, and they can also be a source of psychological anguish. In the case of a disagreement, a person can be tempted to acquire and promote his own interests or personal benefit at the cost of the organization or other people.

Poor decision-making, a lack of drive to do one's work, or a lack of motivation overall - Conflicts have the potential to divert people and organizations' attention away from their primary objectives, taking valuable time and resources away from the pursuit of other vital objectives. It is possible for organizations or people who are participating in the conflict or who are not involved in the fight to find themselves running out of time and resources as a result of the conflict if the dispute includes the deployment of complicated and contentious methods.

Figure 3, effects of conflicts

- Withdrawal from team
- Apathy
- Lack of commitment
- Uncooperative
- Sabotage
- Under achieve
- Performance
- Strong emotions
- Personal well-being
- Stress
- Self-esteem
- Reduces innovativeness
- Reduces job satisfaction

Source: Dana, 2001

On the other hand, there are also a number of good impacts that may come from conflicts, including the following (Hussein et al., 2019):

1) **Encouragement to work harder.** A person makes use of his talents, abilities, and abilities when they are in a conflict scenario. It has the potential to efficiently give chances for constructive usage and the discharge of destructive cravings, as well as to meet specific psychological needs, such as dominance, fury, respect, and self-confidence.

2) **It gives thoughts that are both productive and innovative.** To put it another way, disagreements might serve as fertile ground for the development of original ideas. For instance, the benefits that employees get now are the product of fights that have taken place between companies and unions over the course of many decades. Controversial arguments on social change that promote team unity and diversity are constantly fresh and reflect

contemporary realities and interests. This brings variety to the individual life of the organization in a manner that contributes to the overall mission of the organization. Instead, professional life would be uninteresting and uninteresting.

3) It makes it easier for individuals involved in a conflict to comprehend each other's difficulties and leads to improved communication between supervisors and the employees they supervise. In addition to this, it helps to enhance the link between the party and the union by enabling members of the party to discuss and argue about their requirements inside the party. If there is no internal conflict inside the group, the life of the team will often deteriorate.

4) The tension that exists between the parties results in the formation of new units and an increase in collaboration. As a direct consequence of these disagreements, people are working hard to attain the popular objectives that both parties have set. It inspires originality and inventiveness. A select few companies see conflict as a chance to explore for workable solutions to existing issues, and they take advantage of this opportunity whenever it arises. In addition to this, members may be encouraged to address disagreements while also debating subjects from a variety of views.

5) Members of the organization may find common ground via the shared experience of conflict. For instance, to pay attention to one another and actively listen to what each other has to say, as well as to discuss their thoughts and the things they have learned while working toward achieving the objectives of the business.

6) Arguments tend to slow down the process of making decisions within a team early on. This compels participants in decision-making processes to recognize requirements and difficulties whenever they are required to do so. An understanding of their shared problems may be gained via conflict, which can then lead to agreements that are advantageous to both parties' companies and relationships.

3.3 Conflict Management

3.3.1 Definition

Conflict management is a process of limiting negative aspects of conflict while enhancing positive aspects of the conflict. The purpose of conflict management is to improve the education and outcomes of the group, which include efficiency or effectiveness in the organizational context (Rahim, 2002). Based on Ndulue (2016) quoted in Hellriegel (2010), they define conflict management as interventions designed to reduce conflict, or in some cases, increase inconsistent conflict.

Managers build systems and apply policies and procedures to ensure that the process successfully resolves conflict situations. Knippen et al. (2011), argue that conflict management enhances understanding of the problem, expands solutions, and tends to work for consensus and to seek real commitment to decision-making. As there is a broad, powerful element of disagreement and discord between the processes of conflict, a great deal of mental and emotional power is produced. The ability to divert this energy from the productive outcome of both parties involved in a conflict can lead to the conversion of a conflict into a shared discovery solution and a problem-solving solution (Prentice, 2006).

Conflict management is the practice of knowing Conflict is a reality in any organisation as long as people compete for jobs, resources, power, recognition, and security. In addition, coping with conflict is a major challenge for management (Adomi and Anie, 2005). Conflict management contributes significantly to effective leadership and team performance, improves product and service quality for customers, builds customer loyalty, reduces costs, and utilizes financial resources wisely (Tjosvold et al. 2001).

3.3.2 Process

In conflict management, the first step is identifying the conflict, and the second step is resolving it. Best practices include looking at conflict as a process rather than just dealing with conflicting parties (Barki and Hartwick, 2001; Robbins, 2005). A conflict management process provided by Warner (2000) included components such as a conflict management strategy, a conflict analysis, capacity-building efforts, and process implementation. This

study by Pierce et al. (2007) describes a conflict process that begins with the individual's frustration and ends with the resolution and aeration of the conflict. This is influenced by the other person's behavior.

There are four phases to the conflict process as described by Aswathappa (1996), including potential opposition, personalization, behavior, and results. This research describes the stages of conflict: incompatibility or potential opposition; personalization and cognition; intents; behavior; consequences. Additionally, they provided a framework for managing project conflicts, including identifying conflicts, classifying conflicts such as interpersonal, task-based, or process-based, and selecting conflict strategy criteria. According to Ng et al. (2007), conflict resolution processes include prevention, negotiation, neutrality, non-binding resolution, the resolution that is binding, and litigation. The conflict and negotiation process can be impacted by trust (Du et al., 2011).

A conflict management process consists of several phases such as evaluation, recognition, acquittal, and analysis. Recognizing the truth and being cool while listening to the opposing side is vital in the conflict management process. An important stage in the conflict management process is to identify conflict and analyse it. Another step is to identify an alternate solution and use conflict resolution techniques.

3.3.3 Models

Researcher Mike Amuhaya Bravo (2011) identified different models of conflict management. The concept of conflict is seen as a common social phenomenon, influencing the understanding of conflict within and between organizations. It also took on different roles that played a significant role in the general management and ethical efforts of the organization. Most striking in this regard, there are a few of the many existing models designed to address the major categories of conflict situations in organizations:

- 1) **Bargaining Model** - It is a model designed to address the conflict between the parties interested in the rare resource competition Dana, (2001). This model is well suited to the analysis of labour-management relationships, budget processes, and labour disputes. Each conflicting relationship is made up of a sequence of episodes of conflict between the locks showing the sequence or pattern of development and the

conflict relationship can be seen in stable patterns from all successive episodes. This direction forms the basis of the conflicting performance definition.

- 2) **Bureaucratic Model** - This model is particularly relevant to the problems posed by the institution's efforts to control behavior and the organization's response to that regulation(De Dreu and Weingart, 1997). the exact size of the section. Conflict may and may not workfor the individual and the organization; it may have its roots in the individual or in the organizational context; therefore, the desire to resolve a conflict requires close caution

- 3) **Systems Model** - In this model, conflict is closely related to organizational stability, not just in the general sense that conflict is dangerous to stability, but in a more complex way; that is, conflict is an important variation in response loops that reflect organizational behavior. Model is directed at side conflicts, or conflicts between parties in a working relationship. Analysis of interaction issues is a special feature of this model (DiPaola and Hoy, 2001).

- 4) **The Role Conflict Model** - This model treats the organisation as a set or role sets, each composed of a focus person and his role senders Fried et. al (1998). Conflict is said to occur when a focused person finds the demands of a role that do not conform to or the expectations of the people in his or her role. This model has the disadvantage of treating a focused person as an inactive recipient instead of a working person in a relationship. It is argued here, that the conflict model does not send a different kind of hidden conflict. Rather,it describes a conceptual relationship, a set of roles, which may be helpful in analysing all three types of subtle contradictions described.

3.3.4 Strategies

Since conflict is a part of human nature and cannot be avoided in the workplace, this needs to be resolved. The process of conflict management in order to achieve positive rather than harmful results is clearly critical to organizational success. This process of conflict management can be followed in a variety of ways. An important goal at all times should be to achieve conflict resolution - that is, a situation where the underlying causes of a particular harmful conflict are eliminated. Various authors have suggested different ways to resolve

disputes. There can be identified eight methods of conflict management: cancellation, isolation, withdrawal, and concealment under the Avoidance / Inaction methods and combat, compromise, mediation, and negotiation under Operation / Operational methods. Robbins et al. (2010) proposed broad divisions namely., Competitiveness, Partnership, Compromise, Avoidance, and Settlement. As these five methods demonstrate the strength of handling major conflicts, they have been used for analysis in this dynamic study. Two sides are used - collaboration (the level at which one party satisfies another's concerned) and assertion (the level at which one part satisfies its concerns) the five objectives are defined as follows:

- 1) **Competing** (assertive and un co-operating) - A desire to satisfy one's interest, regardless of the impact on the other party to the conflict. The use of this style in conflict resolution amounts to an attempt to overwhelm an opponent by utilizing formal authority, threats or the use of power. It is a win-lose struggle and is reflected in assertive and uncooperative behavior.
- 2) **Collaborating** (assertive and cooperative) - A situation in which the opposing parties each desire to fully satisfy the concerns of all parties. This style involves problem-solving by sharing, in which all stakeholders are confronted face to face and discuss issues. When using a collaborative style, participants try to clarify their differences and consider the full range of alternatives with a view to resolving the problem. Collaboration is often viewed as a way to win because the solution the team seeks is beneficial for all participants. Collaborative style is reflected in both aggressive and cooperative behavior.
- 3) **Avoiding** (unassertive and uncooperative) - The desire to withdraw or suppress conflict. To avoid one way for the conflicting parties to deal with the situation is to avoid the other person in order to prevent the public display of disagreement. Avoidance takes two forms — withdrawal and pressure. When we withdraw, we may encounter a situation where, for example, health and safety officials find it difficult to relate to senior production executives. The first one withdraws from dealing with this by sending security reports up the line in order for action to be taken downwards. When a withdrawal is not accepted, those involved can suppress their differences by withholding information or not expressing their feelings so as not to offend the other

party. By removing the conditions of obvious disagreement, the struggle for victory is avoided. Perhaps the pressure is more widespread than it seems. This style is characterized by unpredictable and uncooperative behavior

- 4) **Accommodating** (unassertive and cooperative) - The determination of one party to the conflict to put the interests of the opponent above his own. This style is like consolation, where one in a conflict situation puts his or her interest under the opponent's interest. It is like self-sacrificing behavior and can be found in personal relationships, where one party puts the interests of the other first. This style is characterized by insecurity but at the same time cohesive behavior

- 5) **Compromise** (midrange on both assertiveness and cooperativeness) - When both sides of a problem make concessions in an effort to find a solution that satisfies everyone's needs, a compromise may be said to have been reached. When it comes to matters pertaining to industrial relations, it is clear that an agreement may be reached during conversations between management and unions. It is necessary to establish a compromise in order to find a solution to a problem, such as an industrial dispute. This approach is distinguished by a level of aggressiveness and coherence that is middle of the road (Brenner, 2002).

4 Practical Part

4.1 Organizations and Participants

Before moving on to the results of the questionnaire and the results of the structural interview with a team leader from one organization, it is absolutely necessary to name the organizations and a particular headquarter that have been involved in the following analysis. This should be done before processing the questionnaire results and the structural interview results.

The author made the decision to focus on two companies, SAP and DHL, both of which have their headquarters in Prague. Both SAP and DHL have their roots in Germany, but the industries in which they compete couldn't be more dissimilar: SAP is focused on business software and information systems, while DHL is largely involved in logistics and transportation.

Figure 4, DHL logo



Source: Global Logistics, 2022

People had to be above the age of 18 and actively engaged in employment for one of the organizations in order to be considered for participation in the interview that was to follow. These were the two primary requirements. The direct channel of communication between the author and her numerous acquaintances who participated in the survey and engaged their co-workers in both organizations was the primary strategy that was utilized in order to promote the questionnaire and get people to answer it. This was also the primary strategy that was utilized in order to get people to answer it. The questionnaire is used to collect quantitative data, which is then subjected to additional processing and analysis with the

assistance of the statistical program SPSS Statistics for the purpose of putting the hypotheses that the author posed in chapter 2. The questionnaire includes replies from 150 persons.

In addition to that, the author also conducts a structured interview with a member of the SAP community who has been active for the last four years and works for SAP as a team leader. Because the individual requested a certain level of privacy, his precise identity and even his country will not be disclosed in this article. The author was able to get in contact with the following individual by using the mutual friends they had as well as the similar experiences they had in college with the same person. The primary purpose of the interview is to collect qualitative data in order to provide answers to the research questions presented in chapter 2. 1. Goals and Objectives.

Figure 5, SAP logo



Source: SAP Software Solutions, 2022

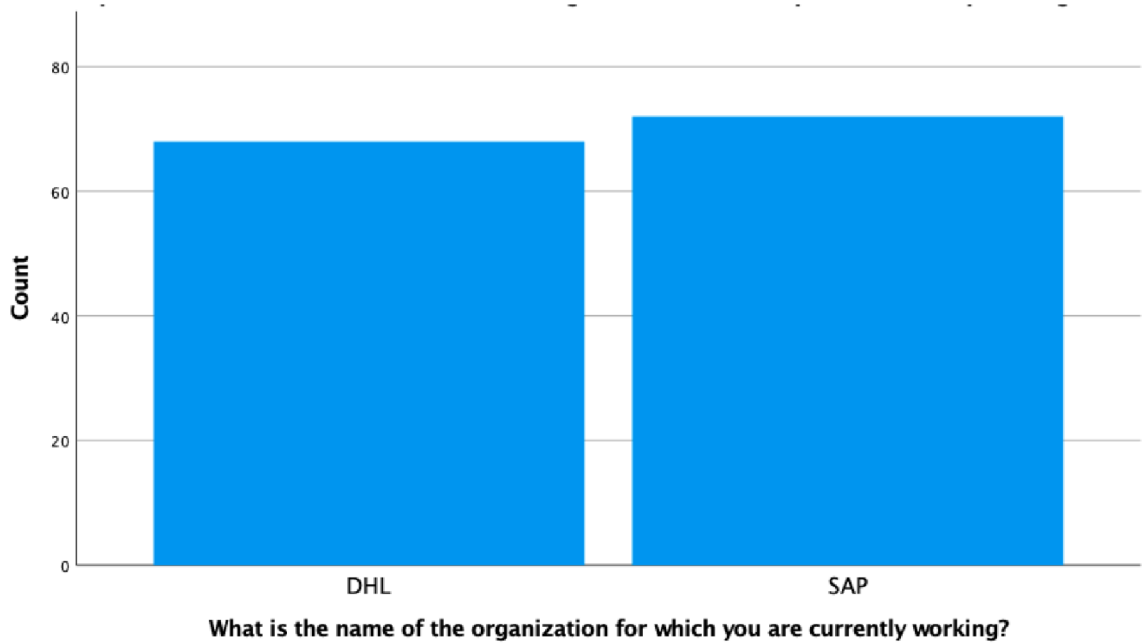
4.2 Questionnaire Analysis

To begin with, it is essential to mention the size of the dataset created by the author from the questionnaire. The original dataset consists of 150 observations, but during the process of collecting data, some observations submitted information containing some missing values. For the purpose of increasing the precision and accuracy of the analysis, the author removes the observations who have provided partial data about their working activities and personal information.

As a consequence, original dataset was cut to just 140 observations and 16 variables each reflecting the answers of individuals to questions included in the questionnaire (see abstract).

To begin with, it is essential to start from the description of the dataset. As the author specified it in the beginning of the practical part, the questionnaire involves participation of employees from 2 companies based in Prague – DHL and SAP. The following bar chart indicates the frequencies per each company participated in the questionnaire.

Figure 6, bar chart for organizations

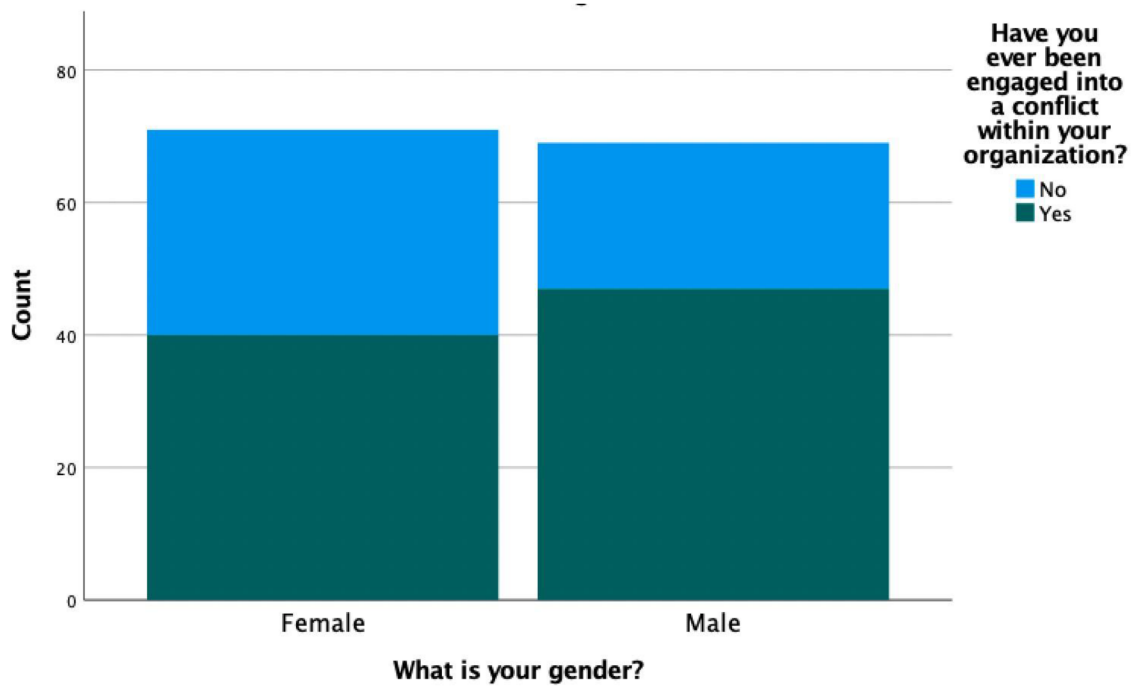


Source: own processing

Seemingly, the number of participants engaged in the survey from SAP slightly increased the number of people working for DHL, but this small disproportion is not likely influencing the results.

Then, it is essential to start the evaluation by looking at the difference between women and male and their experience with having a conflict. The following bar chart presents the information about ever having a conflict respectively to gender of participants.

Figure 7, having a conflict and gender comparison



Source: own processing

As it becomes clear, there is a slight overlap of men who had ever had a working conflict in the organization than women. Nevertheless, it is now essential to find out if this slight overlap is statistically significant and it can be concluded that gender and having a working conflict are related. The following table contains the output for Chi-Square test from SPSS Statistics.

Figure 8, gender and having a conflict test

What is your gender? * Have you ever been engaged into a conflict within your organization? Crosstabulation

		Have you ever been engaged into a conflict within your organization?		Total	
		No	Yes		
What is your gender?	Female	Count	31	40	71
		Expected Count	26.9	44.1	71.0
	Male	Count	22	47	69
		Expected Count	26.1	42.9	69.0
Total	Count	53	87	140	
	Expected Count	53.0	87.0	140.0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.063 ^a	1	.151		
Continuity Correction ^b	1.593	1	.207		
Likelihood Ratio	2.071	1	.150		
Fisher's Exact Test				.167	.103
N of Valid Cases	140				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 26.12.

b. Computed only for a 2x2 table

Source: own processing

Hence, the author is able to test the following hypothesis:

Ho: Gender and having a conflict are not related

Ha: Gender and having a conflict are related

$A = 0.05$

$P = 0.151$

$0.151 > 0.05 \Rightarrow Ho$ is not rejected.

Consequently, it is possible to say that gender is not statistically related to the fact of whether people face conflicts in their working routine or not.

Figure 9, relative risk for gender and having a conflict

	Yes	No
Female	40	31
Male	47	22

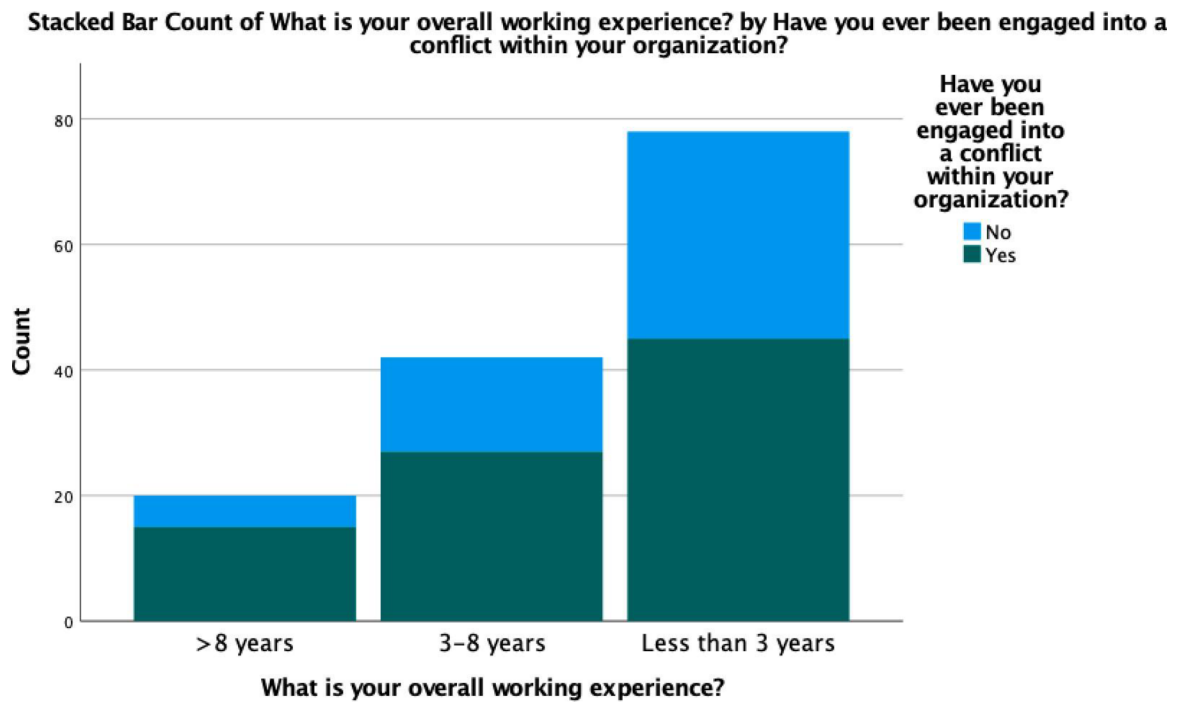
RR1	0,8270902
RR2	1,3693982

Source: own processing

Nevertheless, the author also calculated the relative risk, which is equal to 0.82 and 1.36, which means that a) probability of female having a conflict is lower than probability of male having a conflict for 17.3% and b) probability of female not having a conflict is higher than probability of male not having a conflict for 36.9%. Despite the fact that there is no statistical evidence to conclude that two variables are related, there is still a slight difference in probabilities.

Then, it is essential to test another hypothesis of whether working experience in the organization is anyhow related to the instance of having a conflict or not. The following figure presents the bar chart related to this metric.

Figure 10, working experience and having a conflict



Source: own processing

Clearly, it seems that the share of people who have at least once encountered a conflict gradually rises whenever the number of years a person works goes up, which is quite logical. Nevertheless, the author also tests the following hypothesis following the output from the next table.

Figure 11, overall working experience and having a conflict

What is your overall working experience? * Have you ever been engaged into a conflict within your organization? Crosstabulation

		Have you ever been engaged into a conflict within your organization?		Total	
		No	Yes		
What is your overall working experience?	> 8 years	Count	5	15	20
		Expected Count	7.6	12.4	20.0
	3-8 years	Count	15	27	42
		Expected Count	15.9	26.1	42.0
	Less than 3 years	Count	33	45	78
		Expected Count	29.5	48.5	78.0
Total	Count	53	87	140	
	Expected Count	53.0	87.0	140.0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	2.144 ^a	2	.342
Likelihood Ratio	2.223	2	.329
N of Valid Cases	140		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 7.57.

Source: own processing

Ho: Working experience and having a conflict are not related

Ha: Working experience and having a conflict are related

$A = 0.05$

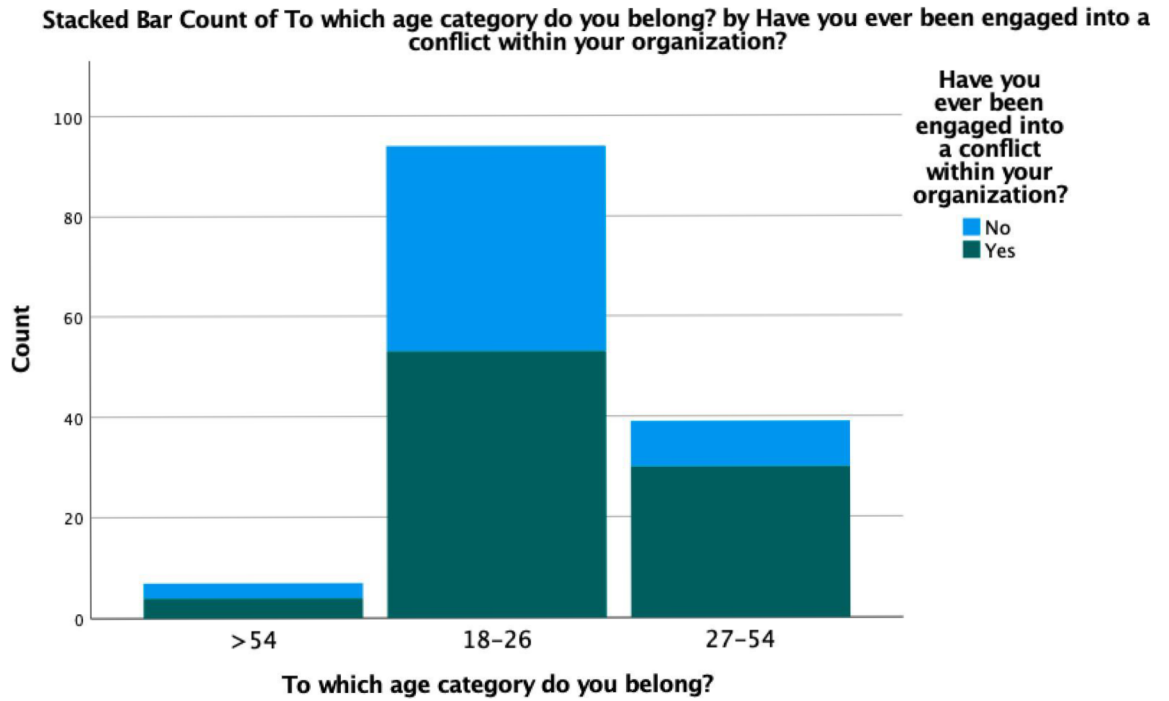
$P = 0.352$

$0.3 > 0.05 \Rightarrow Ho$ is not rejected.

There is no statistical evidence to claim that working experience and having a conflict are related.

Then, the author continues and analyses two other variables – age category and having a conflict. The bar chart is presented below.

Figure 12, bar chart of age category and having a conflict



Source: own processing

Of course, it is possible to confirm that there is a slight visible difference between categories and their instances of having a conflict. However, it is essential to test it once again from the statistical point of view.

Figure 13, test of age category and having a conflict

To which age category do you belong? * Have you ever been engaged into a conflict within your organization? Crosstabulation

		Have you ever been engaged into a conflict within your organization?		Total	
		No	Yes		
To which age category do you belong?	> 54	Count	3	4	7
		Expected Count	2.7	4.4	7.0
	18-26	Count	41	53	94
		Expected Count	35.6	58.4	94.0
	27-54	Count	9	30	39
		Expected Count	14.8	24.2	39.0
Total	Count	53	87	140	
	Expected Count	53.0	87.0	140.0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)
Pearson Chi-Square	5.021 ^a	2	.081	.074
Likelihood Ratio	5.269	2	.072	.092
Fisher-Freeman-Halton Exact Test	5.166			.069
N of Valid Cases	140			

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 2.65.

Source: own processing

Ho: Age category and having a conflict are not related

Ha: Age category and having a conflict are related

$A = 0.05$

$P = 0.08$

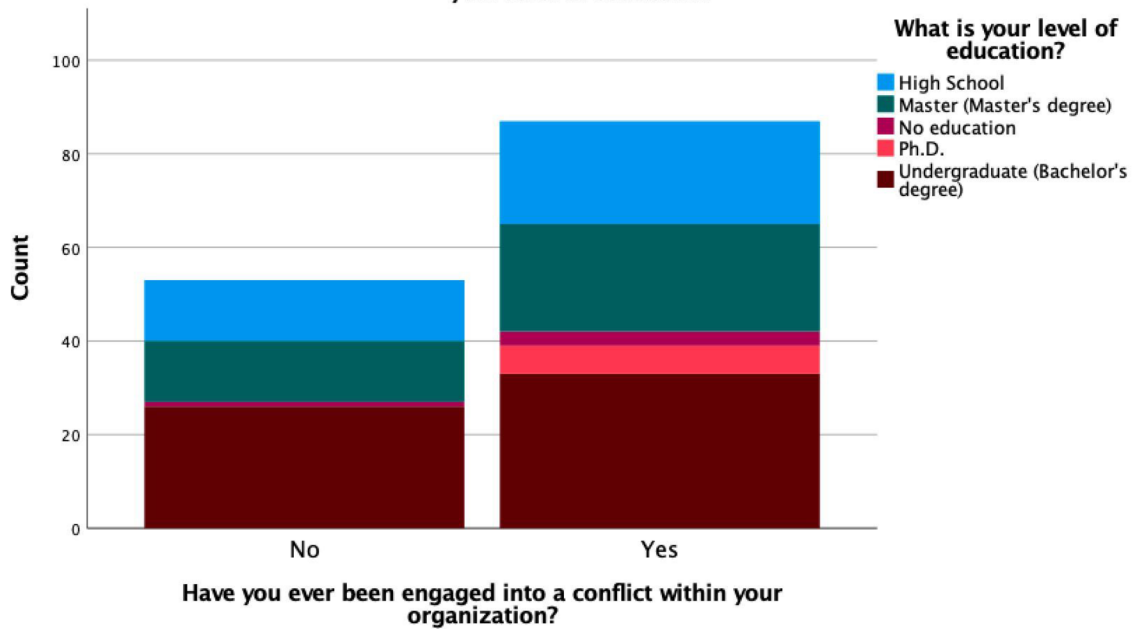
$0.08 > 0.05 \Rightarrow Ho$ is not rejected.

There is no statistical evidence to suppose that age category and instance of having a conflict are related.

Finally, the very last hypothesis that will be tested involving the variable of having a conflict or not is the hypothesis about the effect of higher education on instances of conflicts. The following figure presents the bar chart for two variables.

Figure 14, level of education and having a conflict

Stacked Bar Count of Have you ever been engaged into a conflict within your organization? by What is your level of education?



Source: own processing

Then, the author tests the relationship using Chi-square test.

Figure 15, level of education and having a conflict test

What is your level of education? * Have you ever been engaged into a conflict within your organization? Crosstabulation

		Have you ever been engaged into a conflict within your organization?		Total	
		No	Yes		
What is your level of education?	High School	Count	13	22	35
		Expected Count	13.3	21.8	35.0
	Master (Master's degree)	Count	13	23	36
		Expected Count	13.6	22.4	36.0
	No education	Count	1	3	4
		Expected Count	1.5	2.5	4.0
	Ph.D.	Count	0	6	6
		Expected Count	2.3	3.7	6.0
	Undergraduate (Bachelor's degree)	Count	26	33	59
		Expected Count	22.3	36.7	59.0
Total		Count	53	87	140
		Expected Count	53.0	87.0	140.0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	4.958 ^a	4	.292
Likelihood Ratio	7.012	4	.135
N of Valid Cases	140		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is 1.51.

Source: own processing

Ho: Level of education and having a conflict are not related

Ha: Level of education and having a conflict are related

$A = 0.05$

$P = 0.292$

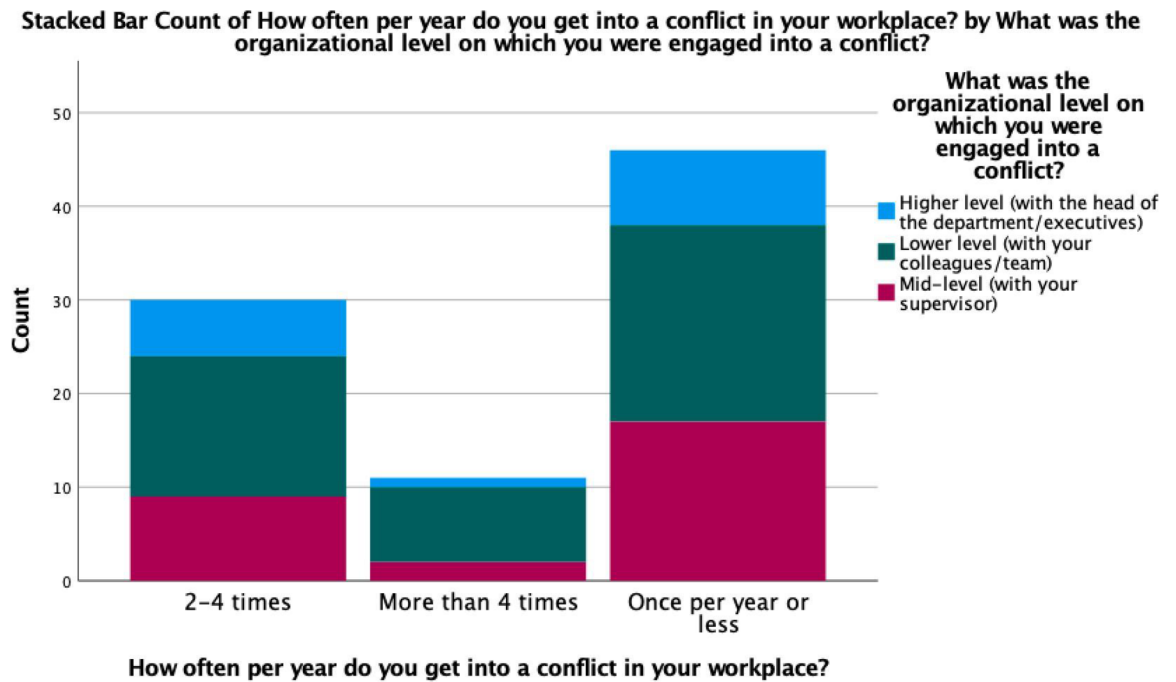
$0.292 > 0.05 \Rightarrow Ho$ is not rejected accepted.

Level of education has no statistically significant relationship with instances of having a conflict.

Now, after defining the main tendencies and patterns behind instances of having a conflict and a bunch of essential categorical variables, the author will focus on analysing patterns within the group of people who have ever experienced a conflict in their lives.

First, the author begins with analysing if there is any relationship between the frequency of conflicts and the level on which they occur more often. The following figure contains the bar chart for the relevant metrics.

Figure 16, bar chart of level of conflicts and frequency



Source: own processing

Once again, there is a visible difference between groups, but it is essential to perform a statistical test to support this evidence.

Figure 17, level of organization and frequency of conflicts

What was the organizational level on which you were engaged into a conflict? * How often per year do you get into a conflict in your workplace? Crosstabulation

			How often per year do you get into a conflict in your workplace?			Total
			2-4 times	More than 4 times	Once per year or less	
What was the organizational level on which you were engaged into a conflict?	Higher level (with the head of the department/executives)	Count	6	1	8	15
		Expected Count	5.2	1.9	7.9	15.0
	Lower level (with your colleagues/team)	Count	15	8	21	44
		Expected Count	15.2	5.6	23.3	44.0
	Mid-level (with your supervisor)	Count	9	2	17	28
		Expected Count	9.7	3.5	14.8	28.0
Total	Count	30	11	46	87	
	Expected Count	30.0	11.0	46.0	87.0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	2.887 ^a	4	.577
Likelihood Ratio	2.960	4	.564
N of Valid Cases	87		

a. 2 cells (22.2%) have expected count less than 5. The minimum expected count is 1.90.

Source: own processing

Ho: Level on which conflicts occur more often and frequency of conflicts are not related

Ha: Level on which conflicts occur more often and frequency of conflicts are related

$A = 0.05$

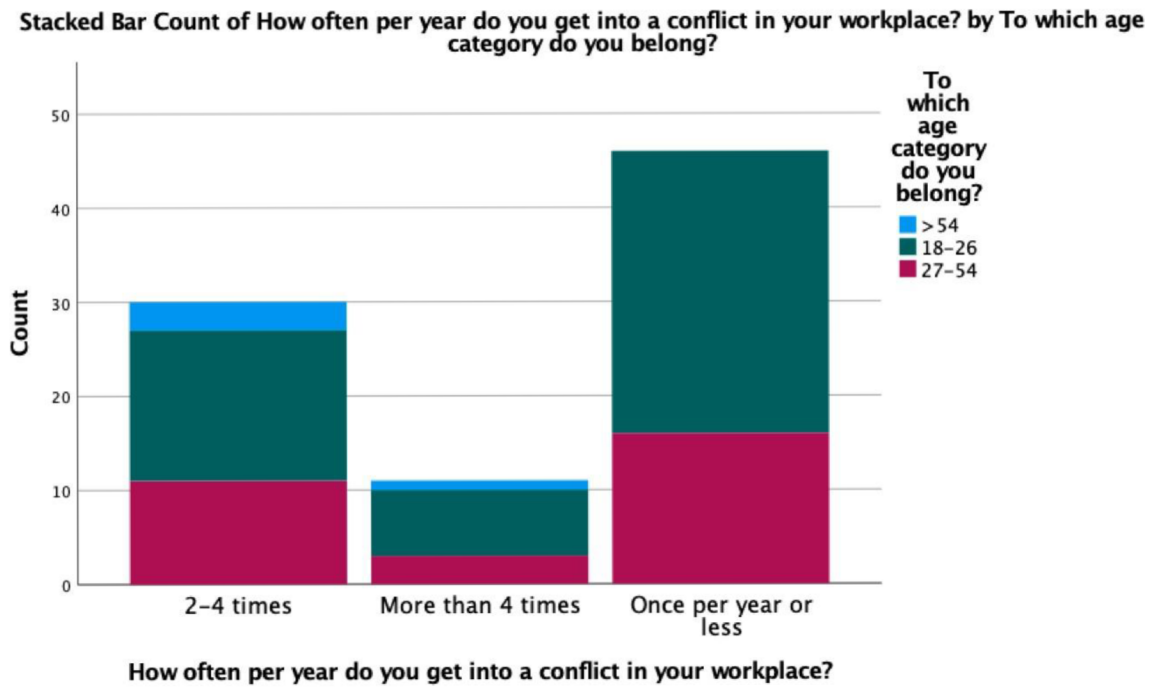
$P = 0.5$

$0.5 > 0.05 \Rightarrow Ho$ is not rejected.

Hence, the level of organization is not related to the frequency of having a conflict.

Then, the author tests another hypothesis related to age category and frequency of having a conflict. The bar chart is presented below.

Figure 18, bar chart of frequency and age category



Source: own processing

Then, the author tests the evidence for statistical dependency of two categories using the Chi-Square test, whose output is presented below.

Figure 19, age category and frequency of conflicts

To which age category do you belong? * How often per year do you get into a conflict in your workplace? Crosstabulation

		How often per year do you get into a conflict in your workplace?			Total	
		2-4 times	More than 4 times	Once per year or less		
To which age category do you belong?	> 54	Count	3	1	0	4
		Expected Count	1.4	.5	2.1	4.0
	18-26	Count	16	7	30	53
		Expected Count	18.3	6.7	28.0	53.0
	27-54	Count	11	3	16	30
		Expected Count	10.3	3.8	15.9	30.0
Total	Count	30	11	46	87	
	Expected Count	30.0	11.0	46.0	87.0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	5.147 ^a	4	.273
Likelihood Ratio	6.692	4	.153
N of Valid Cases	87		

a. 4 cells (44.4%) have expected count less than 5. The minimum expected count is .51.

Source: own processing

Ho: Age category and frequency of conflicts are not related

Ha: Age category and frequency of conflicts are related

$A = 0.05$

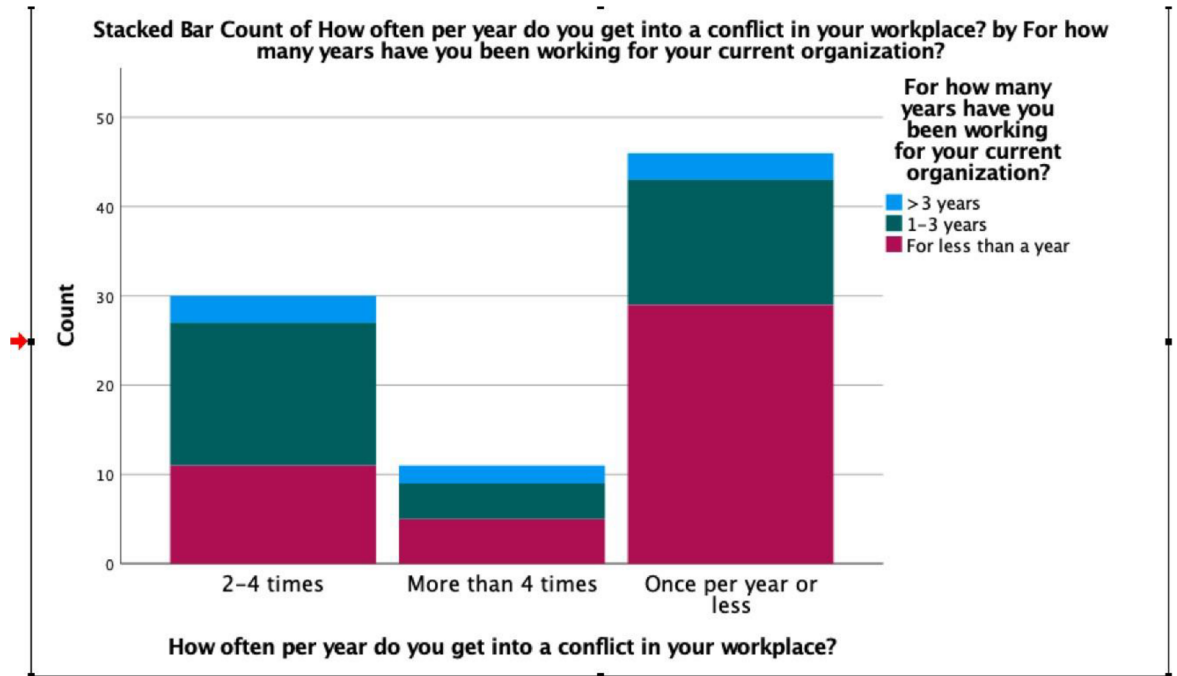
$P = 0.273$

$0.273 > 0.05 \Rightarrow Ho$ is not rejected.

Clearly, there is no statistical evidence to admit that age category is related to the frequency of conflicts.

Then, the author analyses the incidence of two variables – time working for the current organization and frequency of conflicts. The bar chart is presented below.

Figure 20, bar chart of working for the current organization and frequency of conflicts



Source: own processing

The following chart contains the testing output from the SPSS Statistics.

Figure 21, years working for the current organization and frequency of conflicts

For how many years have you been working for your current organization? * How often per year do you get into a conflict in your workplace? Crosstabulation

		How often per year do you get into a conflict in your workplace?			Total	
		2-4 times	More than 4 times	Once per year or less		
For how many years have you been working for your current organization?	> 3 years	Count	3	2	3	8
		Expected Count	2.8	1.0	4.2	8.0
	1-3 years	Count	16	4	14	34
		Expected Count	11.7	4.3	18.0	34.0
	For less than a year	Count	11	5	29	45
		Expected Count	15.5	5.7	23.8	45.0
Total	Count	30	11	46	87	
	Expected Count	30.0	11.0	46.0	87.0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	6.343 ^a	4	.175
Likelihood Ratio	6.158	4	.188
N of Valid Cases	87		

a. 4 cells (44.4%) have expected count less than 5. The minimum expected count is 1.01.

Source: own processing

Ho: Years with the current organization and frequency of conflicts are not related

Ha: Years with the current organization and frequency of conflicts are related

$A = 0.05$

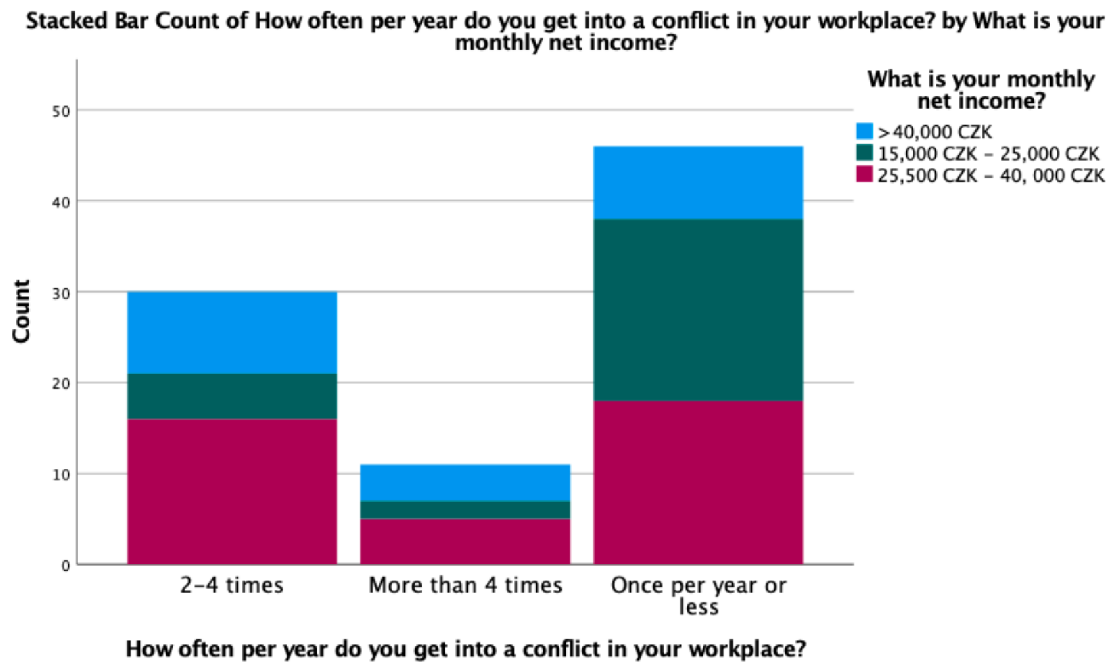
$P = 0.175$

$0.175 > 0.05 \Rightarrow Ho$ is not rejected.

There is no statistical evidence to admit that years with current organization somehow influence the frequency of conflicts in the workplace.

Then, the author tests another hypothesis – about the net income and frequency of conflicts. The bar chart is presented below.

Figure 22, monthly net income and frequency of conflicts bar chart



Source: own processing

Then, the author tests the relationship between variables.

Figure 23, frequency of conflicts and monthly net income test

What is your monthly net income? * How often per year do you get into a conflict in your workplace? Crosstabulation

		How often per year do you get into a conflict in your workplace?			Total	
		2-4 times	More than 4 times	Once per year or less		
What is your monthly net income?	>40,000 CZK	Count	9	4	8	21
		Expected Count	7.2	2.7	11.1	21.0
	15,000 CZK - 25,000 CZK	Count	5	2	20	27
		Expected Count	9.3	3.4	14.3	27.0
	25,500 CZK - 40,000 CZK	Count	16	5	18	39
		Expected Count	13.4	4.9	20.6	39.0
Total		Count	30	11	46	87
		Expected Count	30.0	11.0	46.0	87.0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.670 ^a	4	.104
Likelihood Ratio	7.883	4	.096
N of Valid Cases	87		

a. 3 cells (33.3%) have expected count less than 5. The minimum expected count is 2.66.

Source: own processing

Ho: Monthly net income and frequency of conflicts are not related

Ha: Monthly net income and frequency of conflicts are related

$A = 0.05$

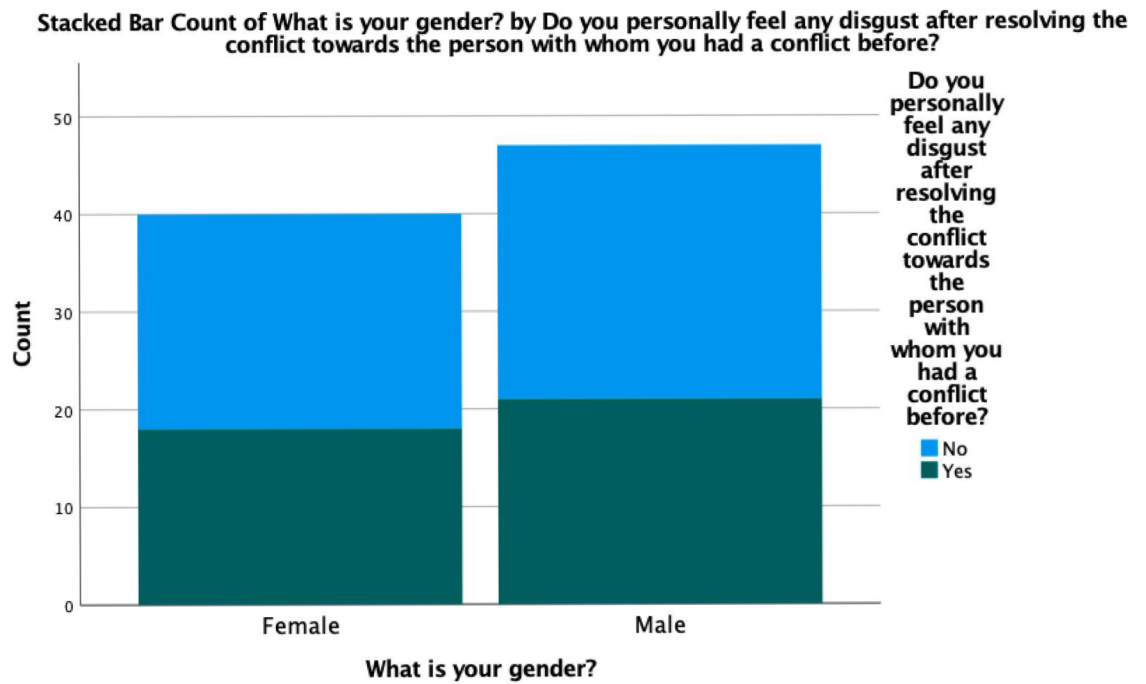
$P = 0.104$

$0.104 > 0.05 \Rightarrow Ho$ is not rejected.

Hence, there is no statistical relationship between two variables.

Finally, the author tests two final hypotheses related to gender. First, the author would like to know if there is any relationship between the gender and tendency to feel any disgust towards the person with whom the individual had a conflict before. The bar chart is shown below.

Figure 24, disgust towards a person and gender



Source: own processing

At first glance, it seems that male participants are more prone to be vindictive and less cooperative with people with whom they had a conflict before. Yet, it is essential once again to test the assumption. The output is presented below.

Figure 25, disgust and gender test

What is your gender? * Do you personally feel any disgust after resolving the conflict towards the person with whom you had a conflict before? Crosstabulation

		Do you personally feel any disgust after resolving the conflict towards the person with whom you had a conflict before?		Total	
		No	Yes		
What is your gender?	Female	Count	22	18	40
		Expected Count	22.1	17.9	40.0
	Male	Count	26	21	47
		Expected Count	25.9	21.1	47.0
Total	Count	48	39	87	
	Expected Count	48.0	39.0	87.0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.001 ^a	1	.976		
Continuity Correction ^b	.000	1	1.000		
Likelihood Ratio	.001	1	.976		
Fisher's Exact Test				1.000	.574
N of Valid Cases	87				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 17.93.

b. Computed only for a 2x2 table

Source: own processing

Ho: Gender and disgust are not related

Ha: Gender and disgust are related

$A = 0.05$

$P = 0.976$

$0.976 > 0.05 \Rightarrow Ho$ is not rejected.

Hence, there is no statistical evidence to suppose that gender somehow influence the vindictive character of individuals. Nevertheless, the author also calculated the relative risk for each category, the calculation process is shown below.

Figure 26, relative risk for disgust and gender

	Yes	No
Female	18	22
Male	26	21

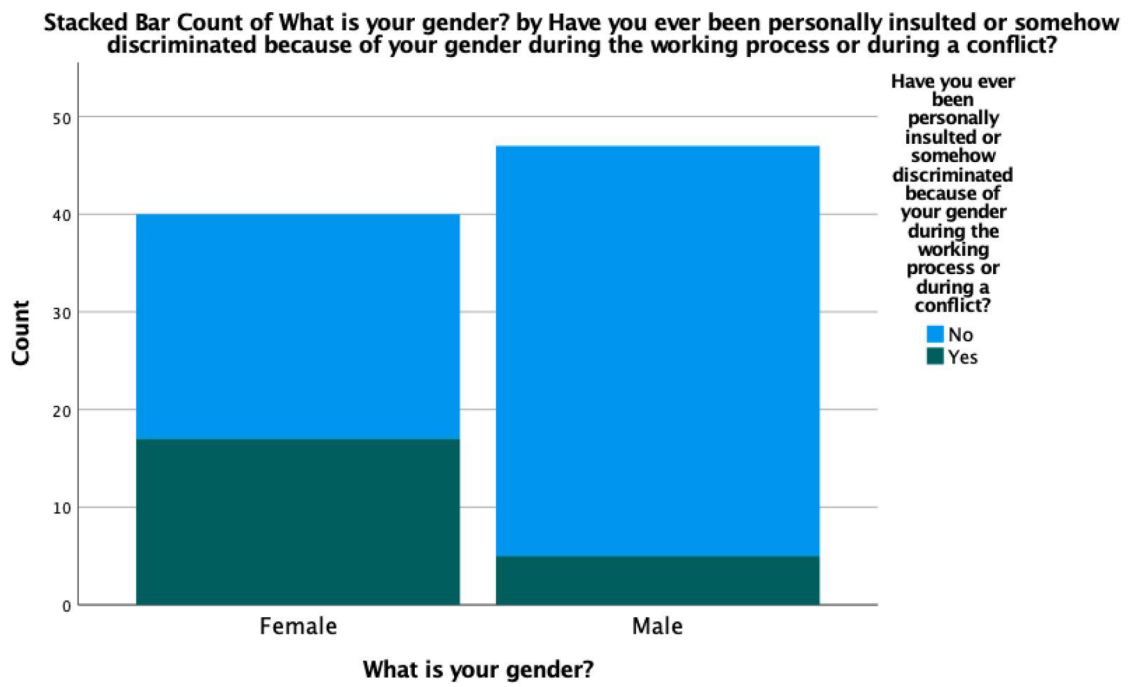
RR1	0,8134615
RR2	1,2309524

Source: own processing

Thus, it is possible to conclude that probability of female having a disgust towards the colleague with whom she had a conflict before is 18.7% lower than of male having a disgust towards the colleague with whom he had a conflict before. Also, the probability of female not having a disgust towards the colleague with whom she had a conflict before is 23.09% higher than of male not having a disgust towards the colleague with whom he had a conflict before. Clearly, there might be no statistically significant effect of variables, but there is a slight difference in probabilities.

Finally, the author inspects the very final hypothesis of whether women were discriminated against their gender in the workplace or during the conflicts in the organization. The following figure contains a bar chart.

Figure 27, gender and discrimination



Source: own processing

Clearly, the difference between these two categories seems rather vast. Nevertheless, it is essential to test the relationship between variables. The output is presented below.

Figure 28, gender and discrimination test

What is your gender? * Have you ever been personally insulted or somehow discriminated because of your gender during the working process or during a conflict? Crosstabulation

➔

		Have you ever been personally insulted or somehow discriminated because of your gender during the working process or during a conflict?		Total	
		No	Yes		
What is your gender?	Female	Count	23	17	40
		Expected Count	29.9	10.1	40.0
	Male	Count	42	5	47
		Expected Count	35.1	11.9	47.0
Total	Count	65	22	87	
	Expected Count	65.0	22.0	87.0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	11.611 ^a	1	<.001		
Continuity Correction ^b	9.986	1	.002		
Likelihood Ratio	11.988	1	<.001		
Fisher's Exact Test				.001	<.001
N of Valid Cases	87				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 10.11.

b. Computed only for a 2x2 table

Source: own processing

Ho: Gender and gender discrimination are not related

Ha: Gender and gender discrimination are related

A = 0.05

P = 0.001

<0.001 < 0.05 => Ho is rejected. Ha is assumed.

Hence, it is possible to conclude that gender is related to the instances of gender discrimination. In addition to it, the author does also compute relative risks for the exposed category.

Figure 29, relative risk for gender and discrimination

	Yes	No
Female	17	23
Male	5	42

RR1	3,995
RR2	0,6434524

Source: own processing

Following the calculations, the author is able to conclude the following: probability of female facing a gender discrimination is 299.5% higher than the probability of male facing a gender discrimination in the working place. Also, the probability is female not facing a gender discrimination in the working place is 35.7% lower than the probability of male not facing a gender discrimination.

Now, after testing all hypotheses and calculating some of relative risks, the author proceeds to the structural interview with a team leader from SAP.

4.3 Interview Analysis

The author has briefly specified the essence of the practical part and the need for a structural interview to collect qualitative data, so the author engaged one of numerous team leaders working in SAP to have a brief conversation with the author and answer questions that help the author to answer the research questions stated in the objectives and methodology chapter. The entire breakdown of the interview is included into the abstract – both questions asked, and answers provided by the person interviewed.

Before providing the most important insights from the interviews, it is essential to mention the following:

- 1) The person was interviewed via Google Meet, a popular application for online meetings.

- 2) The author was able to get in touch with the team leader through common acquaintances that work in the same organization as the person
- 3) The person asked for confidentiality, so the author does not disclose the name and does not ask him questions that might put his working position in trouble for offering internal information of the organization, such as nationality, age and the name.

To begin it is essential to start by saying that despite working in the organization for 5 years, he did not really come across various conflicts quite often. The person interviewed mentioned the following: *“In my team they do not, but I know that in some other departments when people are more exposed to manual work, they do occur more often”*, so this might serve as an assumption that the tendency to have conflicts depend mostly on the type of work and the degree of interpersonal communication that people have rather than depending on the personal and job characteristics of employees.

Also, the person interviewed mentioned the following: *“To honest with you, I rarely face any conflicts because I think that it all comes from the atmosphere in the team, I always try to be friendly and respecting and I promote the same attitude to be used by others. So, I would say that I do not actually often resolve conflicts, I did so just a couple of time when employees just started working with us”*. This is also another interesting point that leads to another assumption that in fact, when people just start their work, it is quite hard to come to grips with differences that everyone in the team has.

In addition to that, the person believes that once everyone gets accustomed to each other, conflicts cease to exist by saying: *“Well, in my experience, there is no particular personality, but just people recently starting to work together and the primary cause of all misunderstandings and problems is a simple unfamiliarity with preferences and tolerance of other people working in the same team. Over time, people get along with each other and it becomes quite convenient”*.

Then, when it comes to the question of whether organization offer any guidelines for solving local conflicts or assistance in solving them, the team leader from SAP specifies that there are no particular guidelines or assistance from the company's bodies because they try to hire people with immense managerial skills for supervising and management position, so

they should already possess such skills and abilities. He mentioned that by saying: *“They do not offer it to team leaders, but I think that when it comes to supervisors and managers, they have a very meticulous selection process and they simply make sure that the person that they are hiring is skilled and experienced enough including also the process of conflict management”*.

Then, continuing to the question of whether his company tends to fire people because of the conflict, he says: *“It depends on the extent of a conflict and when it comes to small working conflicts, they do not, but when it comes to conflicts with serious consequences such as insults, threats, etc., they definitely do. However, I just saw such situations two or three times in 5 years, so it does not happen frequently”*. Hence, it is possible to say that SAP does fully understand that local small working conflicts are parts of the working routine and they just fire people in the extreme situations.

Finally, upon being asked about the cooperation between employees who once had a conflict, he says the following: *“Well, I think that they should, but whether they are able to or not is too complicated to answer. I think that some people will have a particular degree of prejudice, but I do not think that it will somehow ruin the working process”*. Therefore, the team leader believes that people might have some disgust towards each other after resolving the conflict, but they forgo their personal feelings for the greater good – the prospect of their common prosperity and the success of the organization by contributing to the same extent when working with someone they do not like.

5 Results and Discussion

5.1 Questionnaire Findings

To begin with, it is worth to begin by saying that the overwhelming majority of hypotheses stated by the author in the objectives and methodology ended up being rejected. The list of rejected hypotheses is presented below.

- 1) There a correlation between the degree of organizational structure and the incidence of conflicts*
- 2) Males tend to be involved in more confrontations than women do*
- 3) There a correlation between the age groups involved and the frequency of disagreements that occur?*
- 4) Having a higher degree of education make it less likely that people would conflict with one another?*
- 5) Employees who have been with the same company for a longer length of time have fewer instances of workplace conflict?*
- 6) There any relationship between the salary that a person earns and conflict frequency?*
- 7) Having a disgust towards a person with whom someone had a conflict before have something to do with gender?*

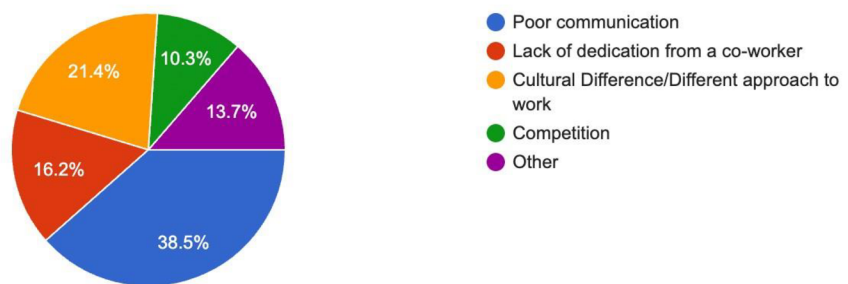
The author, upon presenting an overview of the existing academic framework, mentioned that scientists were primarily stressing the causes of conflicts as reasons primarily related to the working process, but not something that occur because of differences in income, age, gender and higher education. Nevertheless, the author assumed a broader list of reasons that might contribute more to the frequency and instances of having a conflict related primarily to personal characteristics of individuals.

Yet, it all turned out to be rejected, so the author concludes that assumptions made by Tiwari, 2016 and Rahim, 2002 and 2003 are nonetheless true and conflicts are primarily consequences of particular situations, and they are not phenomena that might be influenced by gender, age and other characteristics including education and salary – conflicts are universal phenomena that are common in every social group and class.

However, one limitation of the following conclusion might be that research was conducted in highly international and Westernized organizations. Presumably, once the author had selected the other headquarter located in absolutely different part of the world, the result would have been different. However, this is yet to be tested.

All in all, the author ends up having one hypothesis accepted – the one about discrimination against gender and gender of employees. Thus, women are more vulnerable to being insulted or shown prejudice because of their gender than male, which was quite anticipated.

Figure 30, cause of having a conflict



Source: own research

In addition to this, when it comes to a more detailed list of causes that effect the occurrence of conflicts, the author finds out that the most frequent cause of conflict was a poor communication followed by cultural difference and then by a lack of dedication from a co-worker. In addition to that, the most common unique responses (the category other) for the following question were disrespectful conduct and politics, which are something quite unique compared to findings of Tiwari, 2016 and Rahim, 2002. All in all, the author comes to the same conclusion as those two authors.

5.2 Interview Findings

When it comes to the findings of the interview, it is possible to say that qualitative interview with the team leader tells her more or less the same information as the one cited in the literature review and tested in the practical part.

Nevertheless, the team leader mentioned that a lot of employees and team members might experience a particular degree of prejudice towards each other, but they try to overlook those problems in order to contribute to a greater good – their personal success and the prosperity of their organization. Undoubtedly, this might be the truth, but it inevitably differs from one organization to another, because in some companies and especially the ones where the turnover of employees is rather high, people are not so interested in the success of the organization since the only source of motivation for them is the extrinsic one and it is usually money. Therefore, the author believes that making general conclusions about the nature of conflicts based on the following interview is rather inappropriate, because SAP is a huge organization that usually tries to transfer their values to their employees.

Nevertheless, the interview itself is quite useful in order to understand general practices and frequency of conflicts. Thus, the company does not offer any assistance in resolving conflicts, but it does actually try to hire more professional and experienced managers who will decrease the frequency of conflicts. In other words, the company prefers not to fight with the consequences, but to eradicate the premise of the problem by letting only experienced professionals manage human resources. In addition to that, the company does not really think that conflicts are something that have to be prevented at all costs and rather toxic elements have to be excluded from the community – they actually understand that conflicts are something that is quite common, especially when people are engaged in active manual work and their level of stress is rising, so they become more sensitive towards external forces that might provoke people to start a conflict, as the team leader mentioned it.

5.3 Recommendations

Nevertheless, the author does also prepare a series of recommendations that are likely to decrease the frequency and severity of conflicts based on her findings.

To begin with, the author believes that exposing employees to intensive manual work is something that increased the level of stress that employees experience and they can easily be triggered by something that would not have triggered or got on their nerve at some other time. For purpose, the author believes that decreasing the amount of labor work per day is an adequate solution that might partially decrease the productivity, but it will also decrease the probability of having a conflict in a team. In addition, offering a higher degree of

automatization is something that might also help to avoid losing productivity but also decreasing the conflict rate in an organization.

Then, the author believes that offering a proper training during the internship period when new members of the team will be either explained or they will be acquainted with the workstyle of their colleagues is an adequate solution to existing problems.

Finally, as for the question of discrimination, the author believes that there is no real way to tackle this problem apart from probably changing the overall way how people are being brought up.

In addition to that, the author recommends expanding this research and conducting the same analysis for smaller organizations and especially for organizations that are based in communities which were less affected by the globalization and Western values are not fully integrated and practices there.

6 Conclusion

The author concludes the following: degree of organizational structure, gender, age, level of education, years of working in the current organization, salary – all that have no statistically significant effect on the conflict incidence and the frequency of conflicts in the workplace that employees have. The author makes the following conclusion after analysing the original sample containing responses from employees working for DHL and SAP.

In addition to that, the author does also conclude that gender is not likely to influence the attitude that a given person will have towards somebody with whom he or she had a conflict previously.

Yet, one hypothesis is accepted – women are indeed more vulnerable to gender discrimination during conflicts and the working process as a whole.

In addition to that, the author computed following relative risks: probability of female facing a gender discrimination is 299.5% higher than the probability of male facing a gender discrimination in the working place. Also, the probability is female not facing a gender discrimination in the working place is 35.7% lower than the probability of male not facing a gender discrimination. In addition to that, the author computed the relative risk for genders and incidence of having a conflict: probability of female having a conflict is 17.3% lower than probability of male having a conflict, and probability of female not having a conflict is 36.9% higher than probability of male not having the conflict. Despite the fact that there is no statistical evidence to conclude that two variables are related, there is still a slight difference in probabilities.

Also, as for the research questions, the author concludes that organizations as SAP do not actually tend to fire people initiated the conflict if there is no extreme involved, i.e., insult, violence, etc. Then, organizations as SAP do not actually take a direct part in resolving conflicts, but they try to do so indirectly by hiring professional managers with huge experience of dealing with human resources. Finally, the cooperation in companies where values are transferred to employees is high because they do fully realize that their personal success also depends on the prosperity of the organization.

To conclude, the author also would like to suggest to expand the interview and perform the same analysis on other companies based in smaller companies or companies based on societies and locations less affected by the globalization, where Western values are not encountered so frequently.

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8 Appendix

8.1 Questionnaire

1. What is the name of the organization for which you are currently working?
 - a) SAP
 - b) DHL
2. To which age category do you belong?
 - a) 18 – 26
 - b) 27 – 54
 - c) >54
3. What is your gender?
 - a) Male
 - b) Female
 - c) Other
4. What is your level of education?
 - a) High School
 - b) Undergraduate (Bachelor's degree)
 - c) Master (Master's degree)
 - d) Ph.D.
 - e) No education
5. What is your working position?
 - a) Lower (Junior/Intern)
 - b) Higher (Senior/Team leader/Supervisor/Head of department)
6. What is your working experience?
 - a) Less than three years
 - b) 3-8 years
 - c) >8 years
7. For how many years have you been working for your current organization?
 - a) For less than a year
 - b) 1-3 years
 - c) >3 years
8. What is your monthly net income?

- a) 15,000 CZK – 25,000 CZK
 - b) 25,500 CZK – 40,000 CZK
 - c) >40,000 CZK
9. Have you ever been engaged into a conflict within your organization?
- a) Yes
 - b) No
10. What was the organizational level on which you were engaged into a conflict more often?
- a) Lower level
 - b) Mid-level
 - c) Higher level
11. Were you the one who initiated the conflict?
- a) Yes
 - b) No
12. How often per year do you get in conflict in your workplace?
- a) One or less than once
 - b) 2 – 4 times
 - c) More than 4 times
13. What was the most frequent cause of having a conflict in the workplace?
- a) Poor communication
 - b) Lack of dedication from a co-worker
 - c) Cultural difference/Different approach to work
 - d) Competition
 - e) Other (please, specify)
14. Do you personally feel any disgust after resolving the conflict towards the person with whom you had a conflict before?
- a) Yes
 - b) No
15. Have you ever been personally insulted or somehow discriminated because of your gender?
- a) Yes
 - b) No

8.2 Structured interview, with sample of response

1. Please, tell me the name of the company for which you are currently working.
 - I am working for SAP.
2. What is your job position?
 - Senior receivables manager and I am also a team leader.
3. For how many years have you been working with the company?
 - For over 5 years already.
4. What is your main responsibility as a team leader?
 - My main team lies in helping new-comers, explaining the essence of work, providing instructions. Also, I try to keep a good team spirit.
5. How often do you resolve conflicts involving your team and other people from the same department?
 - To honest with you, I rarely face any conflicts because I think that it all comes from the atmosphere in the team, I always try to be friendly and respecting and I promote the same attitude to be used by others. So, I would say that I do not actually often resolve conflicts, I did so just a couple of time when employees just started working with us.
6. According to your personal experience, do those conflicts occur frequently?
 - In my team they do not, but I know that in some other departments when people are more exposed to manual work, they do occur more often.
7. Can you describe a personality of a person more likely to get in conflict, according to your experience?
 - Well, in my experience, there is no particular personality, but just people recently starting to work together and the primary cause of all misunderstandings and problems is a simple unfamiliarity with preferences and tolerance of other people working in the same team. Over time, people get along with each other and it becomes quite convenient.
8. Do you believe that people are able to cooperate normally after conflicts?
 - Well, I think that they should, but whether they are able to or not is too complicated to answer. I think that some people will have particular degree of prejudice, but I do not think that it will somehow ruin the working process.

9. Does your organization offer any guidelines on how to resolve the conflicts or assistance in directly solving them?
- They do not offer it to team leaders, but I think that when it comes to supervisors and managers, they have a very meticulous selection process and they simply make sure that the person that they are hiring is skilled and experienced enough including also the process of conflict management.
10. Does your organization practice firing people because of conflicts?
- It depends on the extent of a conflict and when it comes to small working conflicts, they do not, but when it comes to conflicts with serious consequences such as insults, threats, etc., they definitely do. However, I just saw such situations two or three times in 5 years, so it does not happen frequently.