

"The Types and Causes of Conflicts in Organization Performance"

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ABSTRACT

The study aimed to determine the types and causes of conflicts in organization performance and the role of managers in resolving these conflicts with the use of entrepreneurship laws. Where the descriptive analytical approach was used to compare previous studies in the field of the current study and draw conclusions. The results of the study also confirmed that clearly explaining the types and causes of conflicts helps reduce conflicts, avoid damage and reduce risks. The study also recommends for future research an analysis of the types and causes of conflict in different cultures and countries to compare the similarities and differences in their nature.

Keywords: Conflicts, Managers, Entrepreneurship Laws, Organization Performance.

1. INTRODUCTION

Conflict is inevitable facing many companies and business organizations, including large and small, public and private family companies, stock companies, and so on (Ameyaw et al., 2021). All companies with different natures of ownership and culture have faced inevitable conflicts of various types and causes (Bakhsh et al., 2020). Where the conflict generated a great contradiction between scientists and managers of many different causes and meanings and characteristics, which made dealing with it very difficult (Bhakuni, 2022). Conflict is inevitable and inevitable in personal or professional life, or even between countries. The conflict is a conflict in the interests of both parties involved in the conflict, which generates incorrect words and actions that must be avoided (Ameyaw et al., 2021).

Conflict has become an inevitable part of people's lives. Some people see it as a negative situation with unhealthy consequences, while others see it as an indispensable phenomenon to reach the goal (Charkhakan & Heravi, 2019). While some people expressed it as a part of building

personality, others expressed it as an evil that destroys societies and reduces growth, development, and success (Ciocan et al., 2021).

The conflict has several definitions, the most important of which is the conflict of values, which is based on an alliance in cultures and values among people, which seeks to harm opponents and eliminate them (De Vries, 2020). As it was also known as two parties with the same goal and orientation, each of them speculates on the other. As for organizational conflict, it is the differences in values, interests, needs, and authority, which create conflicts between them to achieve personal or public goals that are not commensurate with most of the parties in the organizational context (Gmurzyńska, 2021). But these conflicts are divided into different conflicts, such as legal conflicts, which are classified as general conflicts, which resort to the law and unions to settle rights and duties at work. Including personal conflicts, which result from jealousy, envy, conflict of personal interest, and work needs, which respond to both parties in contradictory and different ways from the other (De Vries, 2018).

The importance of the research is reflected in the fact that it faces many important issues, such as the conflict in departments and work units within the scope of the institution destruction of business institutions of all kinds, causing a reflection of their organizational effectiveness due to the failure of these organizations to realize the causes and types of those conflicts and their sources, in addition to the lack of appropriate measures and remedies to manage these disputes and take advantage of the positive aspects that these disputes bring, which may provide opportunities to improve performance or improve their future organizational effectiveness (Gmurzyńska, 2021).

Since conflict has become one of the cultures of the organization, it is an inescapable human nature, so the manager's role has become a representative to know the types and causes of conflict and try to avoid them or at least reduce it (Gunasekara et al., 2022). It also represented the role of leadership in the intervention of a third party from the law to clarify these conflicts and resolve disputes by legal means that resort to justice and the judiciary among them (Hussein & Al-Mamary, 2019). Accordingly, this study aimed to clarify the types and causes of conflict through managers authorizing a legal third party to resolve disputes between them. From this, the current study question arises, "Does clarifying the types and causes of conflict reduce the causes of conflict in organization performance?" It is as inevitable as it must be clarified because it differed in the nature and forms of previous studies, and there is still a gap that needs to be clarified in order to make a useful contribution to this study.

2. LITERATURE REVIEW

2.1. The concept of conflict

There is no unified definition of conflict because of the difference in its nature and concept, where the behavior differs from one environment to another, which is created by a negative influence on one group that affects the other (Krylova, 2022). Also, conflict is a process of interaction between parties with different opinions, which affects one group in achieving the goals of the other group. Trends or their values, beliefs, or skills are mixed (Khoshimjanovna, 2021). Also, the attempts made by the individual to achieve certain goals and by achieving them obscure the goals that others want to achieve by them, and thus a conflict arises (Mwangi, 2019). As it is disruption or disruption in the decision-making process that the organization finds it difficult to choose the alternative (Malu, 2019). The conflict also has competition between members to reach the goal or the

competing position, as this competition is a conflict that may have negative consequences for both parties as a result of the desire of each of the members to reach the desired position (Mumbi, 2022). Conflict is “the process of disagreement, conflict, or conflict that arises as an inevitable result of interaction between individuals within an organization, with the aim of bringing about positive or negative change in these individuals’ environment, standards, or values (Macra-Oşorhean et al., 2022). Struggle around values, striving for space, power, and scarce resources, where the strugglers aim to neutralize their opponents or eliminate them (Mussa et al., 2019).

Conflict in its general sense is the difference between individuals and groups, which creates confusion between them and then attempts to resist (Ndijuye, 2020). One group is obstructed by another group, hindering their goals (Prabawanti & Rusli, 2022). Conflict is created internally between members and work teams in the same organization or externally through a conflict of goals and strategies. (Soliku & Schraml, 2018) They may become common goals between individuals and groups, or quarrels may be due to jealousy, envy, etc., that have created great conflict leading to negative outcomes that may harm both parties (Sekhu, 2020).

Conflict can be viewed as a lack of agreement between individuals on material or emotional matters (Shir & Nnome, 2021). Material conflicts include disagreement of the parties on many matters such as goals, resource allocation, reward distribution, implementation of policies, procedures, and tasks assigned to individuals. Emotional conflicts result from feelings of anger and mistrust, hate, fear, resentment, and contradictions of personality (Ameyaw et al., 2021).

2.2.The importance of conflict

The importance of the conflict is reflected in the fact that it faces many important issues, such as the conflict in departments and work units within the scope of the enterprise, and the destruction of business enterprises of all kinds, which reflects their organizational effectiveness due to the failure of these organizations to realize the causes, types and sources of those conflicts, in addition to the lack of appropriate measures and ways to manage these conflicts and take advantage of the positive aspects that these conflicts bring, which may provide opportunities to improve performance or improve their organizational effectiveness in the future (Bakhsh et al., 2020). What was important for the third party in resolving conflicts within the institution results through legal arbitration mediating the creation of an agreement between the concerned parties before the start of the project for each party to know what he has and what he owes, which results in legal litigation ruling between the parties instead of losing the right of a party due to the forces that It is imposed by other powers, which wastes rights (Charkhakan & Heravi, 2019).

The legal obligation sets the conflict to a limit that reaches the great powers, which is the state, to mediate in resolving the conflict instead of the parties conflicting unjustly as a result of a force or position shown by one party at the expense of another, and this reduces the occurrence of conflict as a result of justice and fear of law (Malu, 2019).

As for cooperation, it is of great importance in achieving the interests of both conflicting parties instead of losing both of them, which results in the cooperation of the parties, which creates the emotion resulting from dealing and love, and through which it creates the involvement of issues and cooperation by joining as a single work team, which generates or increases knowledge, which

increases the passion that becomes collaborative in solving problems and developing competency and skills (Macra-Oşorhean et al., 2022).

2.3.Types of conflict

There are many different types of conflicts and their nature and are explained below as follows (DeRouen & Barrett, 2019; John-Eke & Akintokunbo, 2020; Tsan et al., 2021):

2.3.1. On the basis of participation

Which describes conflicts as taking place with oneself or different parties, and there are two types of conflict where it is between two or more companies and harm that they have the same goal or different views of the look. There may be an internal conflict that occurs between departments, sections, and work teams.

2.3.2. On the basis of scope

Which happens as a result of essential matters, which is related to work and not to individuals, and which describe facts and situations to result in a solution to a specific problem related to goals, objectives, and values. Which results in a task within scope. Where there are ethical conflicts about dates, times, assignment of tasks, and organization. This intrinsic conflict leads to the reinforcement of the collaborative decision to perform a task that is incompatible with the activity within the scope of work. The conflict, if it continues without a radical solution, leads to a devastating emotional conflict from the production of cooperative decisions, which results in dissatisfaction at work, which results from cultural biases or personal prejudices. This results in the inability to develop and complete the work resulting from a lack of focus on the task within the scope.

2.3.3. On the basis of the results

Which depends on the results with its objectives, advantages, disadvantages, construction, and demolition. It is called ineffective or destructive, which prevents a specific team from achieving and achieving its goal. This reduces cooperation and increases disagreement, which may result in hitting and cursing. It may be resolved by involving issues and cooperation by joining as one work team, which generates or increases knowledge, which increases passion, which becomes cooperation in solving problems and developing competence and skills.

2.3.4. On the basis of sharing by groups

This results from the sharing of work which increases the conflict in the distribution and integration. Where one side wins over the other, which generates conflict and conflict. Where there are concessions from one of the parties, where we used here the integrative model as a means to integrate the needs of both parties, which achieves cooperation and thus a better result. The tasks are distributed evenly rather than creating a distributive conflict and result in satisfactory results.

2.3.5. On the basis of strategy

Which depends on the strategy used, such as cumulative competitive conflict, which becomes a relevant strategy for winning the battle. It does not focus on costs but rather on irrationality. Here, fear and anxiety dominate, resulting in irrational results. Where the principles are related to self-esteem. But if we use economic competition, the strategy is to win by customers, while companies are at risk. As for the cooperative position, there is a role in the sports competition, in which the role of integrative bargaining has a role in this, which leads both parties to search for satisfactory solutions for both parties.

2.3.6. On the basis of rights and interests

Which depends on the law in concluding contracts and distributing rights and duties according to the prior agreement. If this contract or conditions are not adhered to, it will lead to conflicts and disputes. The solution to this is arbitration, a legal mediator who rules between the parties concerned, not through negotiation. On the other hand, it is not possible to resolve the conflict if no law governs the conditions for both parties concerned, and from that, it is not possible to settle matters through negotiation.

2.4. Causes / Sources of conflict

The conflict has many causes and they differ according to the nature of its source or work, which arise as a result of dissonance in goals and differences in thinking. Where conflicts can be resolved by using logic, knowledge, and thinking outside the box instead of narrow thinking that starts from the inside for the ability to fade the conflict and reduce its negative harms that can harm all parties concerned in that regard. The conflict is created by multiple factors that lead to conflict in the organization, and among the most important of these reasons were as mentioned below (Dermaku & Balliu, 2021; Osei-Kyei et al., 2019; Soliku & Schraml, 2018):

2.4.1. Scarce Resources

The resources in this regard are generated by material resources and information. Thus, many members or stakeholders seek to double their resources, which creates a conflict between large numbers that share the same source, resulting in an inevitable or inevitable conflict.

2.4.2. Jurisdictional Ambiguities

The struggle appears when the boundaries of the job and the responsibility are not clear and when the responsibility is a certain value it is clear that the workers know their duties and their limits, but when they are not clear, the workers refuse or fail about the implementation of the meme.

2.4.3. Communication Breakdown

Communication greatly affects groups of work and collective teams locally and globally because they have different cultures that affect each other, where poor or inefficient communication results

in a lack of awareness and who are the workers of the messages that you send, this may lead to conflicts between the workers within the group the one.

2.4.4. Personality Clashes

Personal recitation in cultures, modification, communication, some performances, some performances some difficult tendencies can be overcome by the difficulty of finding a solution.

2.4.5. Power & Status Differences

There will be a scattering of prestige and power, and the workers will work in order to increase their power and try to influence the work team or the organization.

2.4.6. Goal differences

The struggler appears with a fluidity of follow-up due to thousands of active responses with different goals. The difference is in the goals and the question of their nature in organizations. Salesmen are likely to live in the right yearly sales manager sales and community.

The ability to recognize and manage these conflicts is crucial, as they can have a detrimental impact on the organization if left unaddressed. Strong leadership is often correlated with effective conflict management, which can mitigate the negative effects of conflict and facilitate organizational change.

Based on the previous theories, it became clear that there are several types and causes of conflict that break out in organizations of all types, forms, and levels, which led to the need to fill the gaps related to this regard. Accordingly, the current study proposed the following proposition:

Proposition1: There is a negative effect between the types and causes of conflict in organization performane.

3. METHODOLOGY

3.1.Design

This study was designed on the analytical methodological foundations of previous contemporary studies that targeted the types and causes of conflicts in organizations and how to find appropriate solutions to reduce conflicts. The study also focused on the places where conflicts and disputes are formed that threaten the organizations' strategy and the manager's role and Entrepreneurship Laws in improving processes within organizational institutions.

3.2. Participant

The study sample was formed from a group of recent studies that dealt with the types and causes of conflict in organizational institutions, which followed the method of deduction from previous theories and filling the literary gap in that regard.

3.3. Measurement

The study used qualitative analysis through literary extraction of studies that contributed to the study of the types and causes of conflict in organizations. The current study also contributed by collecting results on the various forms and types of organizations in multi-cultural regions to unify the necessary principles from the accumulated experiences of managers and entrepreneurship laws to bridge the academic gap in the types and causes of conflicts.

3.4. Analytical Approach

The study used the systematic review analysis method by collecting the results of current studies on the types and causes of conflict in organizations and analyzing them in the form of tables according to the annual sequence in this regard and trying to reveal the organizational methods that relate to managers and entrepreneurship laws perspective. In addition, how to find gaps and solutions that reduce conflicts in various cultures, forms, and organizational approaches.

4. SYSTIMATIC REVIEW

Table 1: litratur revirew

Factors causes conflict	Context	method	Refernces
Difference in : Target, demand, technical capabilities,cultur, cognitive; information asymmetry; lack of trust; poor communication; unbalanced resources input; unreasonable benefits distribution and contribution evaluation; resources dependency; poilitcal risks; policy changes; financial factors.	unspecific	Interpretative structure model	(Chen et al., 2024)
Moral conflict :justice prespective and care perspective	Healthcare	Semi-structured interviews	(Tsunematsu et al., 2023)
Violation of hierarchy, lack of responsibility, overstated requierments, personal problems,	unspecific	Pilot study	(Butkova et al., 2023)

psychological characteristics, production issues, communications between department			
Factors that contribute to interpersonal conflicts between secondary school teachers and principals in Nigeria	Education	Descriptive statistics	(Ogharen et al., 2022)
Culture conflict; institutional logic contradictions; work-life conflict; privacy invasion; information overload; communication overload; social overload	Enterprise Social Media	Systematic review	(Sun et al., 2021)
The impact of conflicts in the workplace on the performance of workers with negative or positive results	Retail industry	interviewing eight retail leaders/team leaders	(Kulbaciauskaite, 2021)
Relationship, task, process and role conflict	Software development	Statistical analysis +Semi-structured interviews	(Basirati et al., 2020)
Does team entrepreneurial passion matter for relationship conflict and team performance	New project teams	Survey data	(Boone et al., 2020)
Heavy workload, scarce resources, bureaucracy, differences in managers, personalities, knowledge capabilities and skills	Healthcare	Statistical analysis +Semi-structured interviews	(Mosadeghrad & Mojbafan, 2019)
Structural interdependencies, policy alignment, and conflict management	Industries	An illustrative methodology	(Andreoni & Chang, 2019)
Heavy workload, low pay, varying instruction from different leaders	Healthcare	Descriptive study	(Pitsillidou et al., 2018)
Conflict of Cognitive, affective, behavioral, interest-based conflict	Different industries	Exploratory factor analysis	(Ma et al., 2017)
Interpersonal conflicts and styles of managing conflicts	Education	descriptive-analytical method	(Bazezew & Neka, 2017)

Organizational problem, obscurities, communication gap	Healthcare	Statistical analysis	(Galanis & Sourtzi P.& Siskou O, 2011)
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5. RESULTS AND DISCUSSION

It turns out that the conflict between individuals, between work teams or between departments within the organization is inevitable and that the most important causes are scarcity of resources, different goals, mismatched performance standards, overlap in the implementation of tasks, and factors of burials. It is striking that articulated healthcare sector received more concern of researchers. This may be a consequence of the high pressure environment in the hospitals. It has been shown that functional conflict is a positive one if it is managed well, and it is the opposite of non-functional conflict, which is considered a harmful conflict for the organization and destroys its effectiveness and work relations in general. It became clear that one of the most important causes of conflicts within the organization is the high dependence and the overlap in the implementation of tasks between units and departments, and the desire of each of them for independence. It turns out that competition and conflicts between individuals and units is one of the conflict forms within the organization and can have a healthy effect when it pushes individuals towards providing better performance and maybe a motivating force towards creativity and change.

It turns out that it is not possible to reduce the level of the conflict or its elements, but rather, if its management is well done, it can enhance the role of individuals and work groups, as well as enhance the organizational effectiveness of the organization, as the struggler sometimes leads to improving the quality level of the decisions taken by the management. It became clear that when the conflict is resolved and treated before it reaches the stage of the conflict concerned, it can contribute to achieving good future working relationships, but if this is not done, it will negatively impact the future work relationships as well as damaging the culture of the organization. It turns out that managers spend a lot of their time dealing with conflicts that arise within their organizations, so the process of conflict management is of the utmost importance, making it more important than the process of decision-making and leadership. One of the negative effects of some types of conflicts is that it pushes the leaders to shift from the participatory style of management to the authoritarian style, that is, the leaders singularly take decisions by themselves without allowing others to participate in taking them.

5.1. Academic and Practical Contributions

Firstly, Managers must use the following actions to reduce conflicts (reviewing the nature of each employee's work to determine responsibilities, forming a good relationship with members, using periodic reports describing the scope of work, training to identify types and causes of conflict to avoid them, permanent development of procedures, holding periodic meetings, and setting up a suggestion box for members), which facilitates the process of resolving wrestling before it occurs. Secondly, the manager must identify the stages of the conflict because this helps to resolve conflicts before they occur or exacerbate them, as the conflict can proceed to the following stages (lack of resources, diversity of culture and language, differences and quarrels between groups with

differences in the decision, a simple incident that develops into an open conflict, resolution Incorrectly problematic may lead to conflicts due to lack of consent in fact).

Thirdly, there are several methods of conflict that can be used to reduce emotional conflicts by using five styles appropriate to the nature of the work, which must be determined by the manager with his experience, with the causes and types of conflict identified as follows (avoiding and ignoring, accepting and adapting to the problem, confronting and competing with the problem and sacrificing winning or losing, bargaining to satisfy both parties, and finally And it is best with the cooperation of both parties so that they become a source of great power for any foreign party.

6. CONCLUSION

The study showed that conflict in organizations is inevitable and cannot be avoided, but it can be reduced and minimized. It also plays a role of leadership in determining the types and causes of conflict in order to be able to reduce it. The third-party, which is the entrepreneur law, also had a role and a separator between the conflicting parties to reach a settlement before the problem escalated to avoid harm and reduce risks between the conflicting parties. A successful manager is the one who makes an early settlement between the conflicting parties by using the party of law to arbitrate instead of using arbitrary power and force before things escalate late and then it is difficult to resolve disputes.

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