DEVELOPMENT PROCESS OF CONFLICT MANAGEMENT STUDIES IN ORGANIZATIONAL BEHAVIOR

Ozan Nadir Alakavuklar[*]**, Ulaş Çakar**[**]**, Yasemin Arbak**[***]

ABSTRACT

Conflict as a part of daily life is also of concern for the organizations that seek harmony and effectiveness. Therefore, it is essential to know and understand the characteristics, definitions and contributions of conflict management in organizations. This study aims to discuss how conflict as a concept developed in the scope of organizational behavior. Conflict management is analyzed in the frame of various approaches and a comprehensive perspective is presented in order to demonstrate the current understanding of conflict management. The analysis begins with drawing the structure of conflict studies and the study further follows a historical perspective beginning from the 1950s coming to contemporary views.

Keywords: *Organizational Behavior, Conflict Management, Conflict Management Models*

ÖRGÜTSEL DAVRANIŞTA ÇATIŞMA YÖNETİMİ ÇALIŞMALARININ GELİŞİM SÜRECİ

ÖZET

Günlük yaşamın bir parçası olan çatışma, uyum ve etkililik arayışında olan örgütler için de göz önüne alınması gereken bir süreçtir. Bu nedenle, örgütlerde, çatışma yönetiminin özelliklerini, tanımlarını ve katkılarını bilmek ve anlamak büyük öneme sahiptir. Bu çalışma örgütsel davranış kapsamında bir kavram olarak çatışmanın ne şekilde geliştiğini tartışmayı amaçlamaktadır. Çatışma yönetimi farklı yaklaşımlar çerçevesinde analiz edilmekte ve çatışma yönetiminin güncel anlayışını göstermek için kapsamlı bir bakış açısı sunulmaktadır. Analiz çatışma çalışmalarının yapısını ortaya koyarak başlamakta ve çalışma 1950'lerden çağdaş görüşlere tarihsel bir bakış açısını izlemektedir.

Anahtar Sözcükler: *Örgütsel Davranış, Çatışma Yönetimi, Çatışma Yönetimi Modelleri*

[*] Dokuz Eylül Üniversitesi, İşletme Fakültesi, Buca, İzmir, E-posta: ozan.alakavuklar@deu.edu.tr

[**] Dokuz Eylül Üniversitesi, İşletme Fakültesi, Buca, İzmir, E-posta: ulas.cakar@deu.edu.tr

[***] Dokuz Eylül Üniversitesi, İşletme Fakültesi, Buca, İzmir, E-posta: yasemin.arbak@deu.edu.tr

INTRODUCTION

Conflict is a natural state of human existence. It is seen all through human history, since people have begun writing, they also have been writing about conflict (Wall and Callister, 1995). It is part of our lives, and a part of daily life experiences and this challenges the supposed harmony and efficiency of the organizations and workplace. In order to understand, handle and manage it, we have to grasp the depth of the concept. Due to different reasons, conflict may be experienced either with our colleagues, or with our superiors or with our partners. Webster dictionary defines conflict as "competitive or opposing action of incompatibles: antagonistic state or action (as of divergent ideas, interests, or persons)" (Conflict, 2012). Since two actors experiencing a conflict would have incompatibilities related to their feelings, thoughts or actions, there would be some problems in the workplace.

In a general sense, when human beings come together for any reason, conflict is inevitable (Nicotera, 1993) due to different sources including personal, contextual and organizational variables. Particularly, interpersonal conflict as a complex issue is a natural consequence of human interaction in any organizational setting due to working together, being interdependent and having divergent ideas and interests (Bell and Song, 2005; Lewicki et al., 2003). Thomas (1992a) states that conflict should be recognized as one of the basic processes that must be managed within organizations. As managers spend their interest and noteworthy amount of their time (Baron, 1989; Thomas and Schmidt, 1976) to deal with conflict issues, it appears to be a significant issue to study and understand its process. As long as there is conflict in the organizations, managers need to spend time and are supposed to understand the process of conflict.

As conflict has been with us for a long time, there is an extensive literature regarding the "conflict". As a major topic in conflict studies, social conflict has been studied for seventy years, and there is still continuing studies trying to conceptualize; classify and define the conflict in organizational contexts, but there are still problems about how to state conflict term and study conflict concept (Barki and Hartwick, 2004; Wall and Callister, 1995). The conflict concept has no single clear meaning as it is being studied by scholars in different disciplines such as sociology, psychology, anthropology and political science (Stein, 1976). Each field has contributed to the study of conflict in the human relations science. Regarding this diversified background, there are different definitions of

conflict on the basis of different contexts or forms, different units or levels, occurrences, its causes and its impacts (Barki and Hartwick, 2004). For instance, as there are different occasions for occurrence of conflict, definitions would vary depending upon these occurrences (Kolb and Putnam, 1992). Therefore, this study aims to have a look at the historical development of conflict management in organizational behavior studies in order to demonstrate how conflict and its management evolved and developed.

CONFLICT STUDIES

Even though all schools of thought on organizations admit that the conflict exists, they have different perspectives on the nature of the conflict (Litterer, 1966). Some studied the causes of the conflict, some studied conflict as episodes, its states or outcomes, some others studied conflict as processes and some others analyzed conflict in a broad sense, and some of them have focused on styles of handling conflict. In addition to these approaches to conflict, there are also studies on escalation, de-escalation of conflict, third party interventions to the conflict process and negotiation tactics (even as another main research topic in organizational behavior). But in a general perspective based on different studies, various definitions have developed for studying "conflict" in the organizational context. By following Baron's (1990) study in an attempt to generalize previous studies, commonalities between definitions are summarized (Rahim, 1992). Accordingly,

- Conflict includes opposing interests between individuals or groups in a zero-sum situation;
- Such opposed interests must be recognized for conflict to exist;
- Conflict involves beliefs, by each side, that the other will thwart (or has already thwarted) its interests;
- Conflict is a process; it develops out of existing relationships between individuals or groups, and reflects their past interactions and the contexts in which these took place; and
- Imply actions by one or both sides that do, in fact, produce thwarting or others' goals.

However, these commonalities would not mean that there is a unified study program of conflict. Therefore, it should be considered how fractured the field is.

Major Approaches in Conflict Studies

Lewicki, Weiss and Lewin (1992) mention that there are six major approaches for studying conflict which three of them having academic background (Table 1). The other 3 approaches have more specific area applications. These approaches have psychological, sociological and economic backgrounds, and according to authors considerable cross-fertilization has taken place among these six approaches. The authors also state that, social psychology and organizational behavior borrow from two or more of these approaches. (Lewicki, Weiss and Lewin, 1992)

Table 1: Major Approaches in Conflict Studies

Academic background	Specific problem area applications
1. Micro-level (psychological) approach: a. intrapersonal b. interpersonal c. small group behavior	1. Labor-relations
2. Macro-level (sociological) approach a. groups b. departments c. divisons d. entire organization e. Societal level (Functions and dysfunctions of social conflict)	2. Bargaining and negotiation
3. Economic analysis	3. Third party dispute resolution

Source: Adapted from Lewicki R. J., Weiss, S. E. and Lewin, D. (1992), p. 210

Descriptive and Normative Models of Conflict Studies

In addition to the classification of conflict studies on the basis of major approaches, Lewicki, Weiss and Lewin (1992: 217) mention the contributors to conflict studies in the literature. Accordingly, there is one main paradigm (Pondy, 1967) for organizational conflict and the other studies can be classified under two groups as descriptive and normative.

Development Process of Conflict Management Studies in Organizational Behavior

Descriptive studies focus on causes and dynamics largely from a detached, scientific perspective. Normative studies have taken a prescriptive approach to conflict stressing cooperation and collaboration. Descriptive studies try to find out what causes conflict and how it occurs. Thus, the conflict process, its structure and dynamics and conflict management styles are the main focus. Normative studies stand for indicating the way as how to act in a conflict situation. Similar to descriptive studies they also study the causes and dynamics of conflict but differently their emphasis is on changing conflict behavior towards productive ends.

### Conflict Handling Styles vs. Amount of Conflict Intensity

While studying conflict term in an organizational context, in addition to such a separation as descriptive and normative studies, there is another distinction in the literature. One of the approaches is based on measuring the amount of conflict intensity and its effects in the organization. The other approach is based on the styles of handling conflict of the organization members (Rahim, 2002). While one approach focuses, particularly, on the amount of conflict intensity level and its functional/dysfunctional outcomes in the organization, the other approach gives importance how the conflict is handled strategically or contingently.

Table 2: Distinction in the Conflict Studies and Scholars

Styles of Handling Conflict	Amount of conflict intensity and its effects
Blake and Mouton, 1964 Killmann and Thomas, 1977 Thomas, 1992a Rahim and Bonoma, 1979 Rahim, 1983	Amason, 1996 Amason and Sapienze, 1997 De Dreu and Van de Vliert, 1997 De Dreu and Van Vianen, 2001 Jehn, 1995, 1997b Jehn and Mannix, 2001

As there are seemingly such differences in the field, actually, the conflict as a process has a basic model (Wall and Callister, 1995). In this model conflict is a core process, which has input as causes and output as effects, besides there is feedback for the continuity of the process (Figure 1).
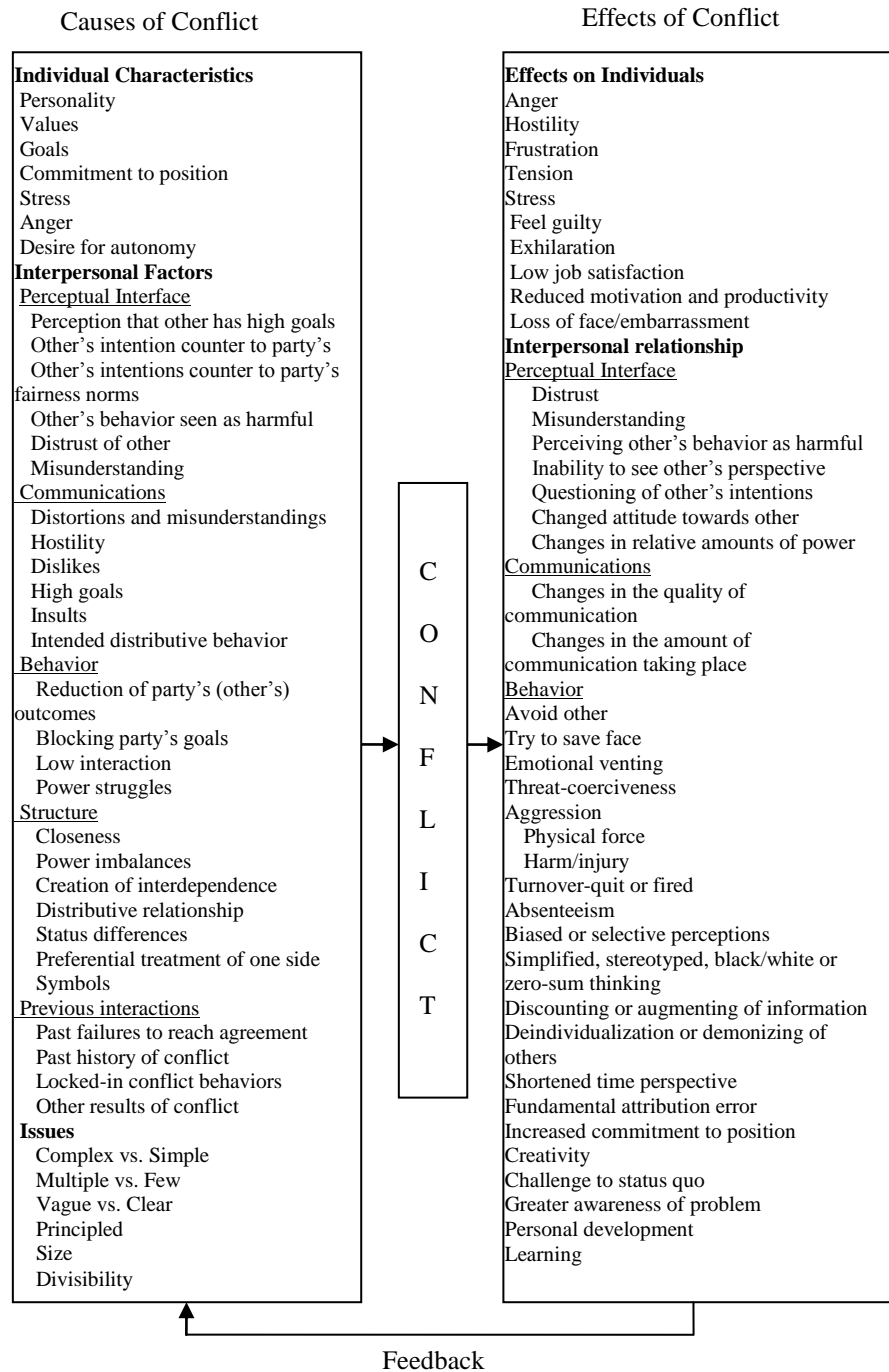
Figure 1: The Conflict Cycle
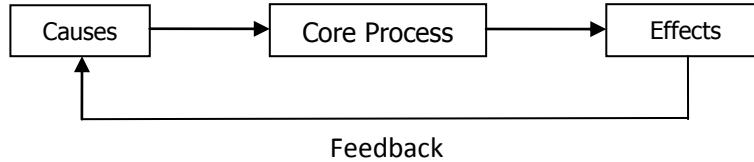
Source: Wall, J.A. and Callister, R. R. (1995), p. 516

Accordingly, conflict is defined as "*a process in which one party perceives that its interests are being opposed or negatively affected by another party*" (Wall and Callister, 1995: 517). Furthermore, depending on previous studies of conflict, Wall and Callister (1995) grouped main causes and effects of conflict (Figure 2).

As it is seen in the model, conflict is a complex process which it is difficult to discriminate what causes a conflict situation and what the outcomes might be. There would be a combination of some of the elements mentioned above or just stress or anger experienced towards a colleague can be a source of conflict. Similarly an organization member experiencing conflict may feel hostility and frustration, or if there is a felt conflict among employees this can affect the relationships in a negative manner as de-individualization or demonizing of others. Besides it is also possible to expect positive (i.e. creativity, development, learning) outcomes as well as negative consequences (i.e. absenteeism, biased perception, problems in communication and etc.). Each of these topics given in the model can be a potential area for further studies and different relationship levels can be analyzed. However, when it comes to development organizational conflict management, the precedent studies should be mentioned that begin with social conflict studies.

Development Process of Conflict Management Studies in Organizational Behavior

Figure 2: Causes and Effects of Conflict

Causes of Conflict   Effects of Conflict

Causes of Conflict	CONFLICT	Effects of Conflict

Individual Characteristics
Personality
Values
Goals
Commitment to position
Stress
Anger
Desire for autonomy
Interpersonal Factors
Perceptual Interface
  Perception that other has high goals
  Other's intention counter to party's
  Other's intentions counter to party's
fairness norms
  Other's behavior seen as harmful
  Distrust of other
  Misunderstanding
Communications
  Distortions and misunderstandings
  Hostility
  Dislikes
  High goals
  Insults
  Intended distributive behavior
Behavior
  Reduction of party's (other's)
outcomes
  Blocking party's goals
  Low interaction
  Power struggles
Structure
  Closeness
  Power imbalances
  Creation of interdependence
  Distributive relationship
  Status differences
  Preferential treatment of one side
  Symbols
Previous interactions
  Past failures to reach agreement
  Past history of conflict
  Locked-in conflict behaviors
  Other results of conflict
Issues
  Complex vs. Simple
  Multiple vs. Few
  Vague vs. Clear
  Principled
  Size
  Divisibility
	C
	O
	N
	F
	L
	I
	C
	T
		Effects on Individuals
		Anger
		Hostility
		Frustration
		Tension
		Stress
		Feel guilty
		Exhilaration
		Low job satisfaction
		Reduced motivation and productivity
		Loss of face/embarrassment
		Interpersonal relationship
		Perceptual Interface
		  Distrust
		  Misunderstanding
		  Perceiving other's behavior as harmful
		  Inability to see other's perspective
		  Questioning of other's intentions
		  Changed attitude towards other
		  Changes in relative amounts of power
		Communications
		  Changes in the quality of
		communication
		  Changes in the amount of
		communication taking place
		Behavior
		Avoid other
		Try to save face
		Emotional venting
		Threat-coerciveness
		Aggression
		  Physical force
		  Harm/injury
		Turnover-quit or fired
		Absenteeism
		Biased or selective perceptions
		Simplified, stereotyped, black/white or
		zero-sum thinking
		Discounting or augmenting of information
		Deindividualization or demonizing of
		others
		Shortened time perspective
		Fundamental attribution error
		Increased commitment to position
		Creativity
		Challenge to status quo
		Greater awareness of problem
		Personal development
		Learning

Feedback

Source: Adapted from Wall, J.A. & Callister, R. R. (1995), p. 518 & p. 527

SOCIAL CONFLICT

In the field of social conflict variety of subjects with different aspects have been studied. These subjects were on the basis of industrial relations to power relations, international relations to religious, ethnic and racial conflicts. Katz and Kahn (1978) claim that in earlier theories of human action and social behavior, researchers mostly focused on three factors such as (1) opposing motives within the individuals, (2) Contrary aims among the competing organizations and (3) opposing interests between the social classes.

Thus, different scholars from different disciplines showed efforts in order to cover various aspects of social conflict (Mack and Synder, 1957). Each of them has added new insights to "conflict" studies while creating some problems of comparing and conceptualizing the term conflict. Diverse approaches and purposes caused usual methodological problems and disagreements in the conceptualization of "conflict" term. Such a conceptualization problem can be found in the first reviews of social conflict (Fink, 1968; Mack and Synder, 1957; Schmidt and Kochan, 1972; Stein, 1976). Katz and Kahn (1978) also mention that early studies of conflict lacked a general theory due to diversified studies in conflict field. In 1960s and 1970s scholars of organization studies, social psychology, psychology and international relations studied conflict under the title of social conflict, and especially in the reviews they attempted to find a common definition of conflict. For instance, Mack and Synder (1957) use the term "rubber" for conflict in order to argue broadness of the term and flexibility of usage among different disciplines. With the first reviews during 1960s, systematic and fruitful classification had begun. For instance, during the development process of such a classification in 1957 "Journal of Conflict Resolution" and a research center for conflict was founded in Michigan (Katz and Kahn, 1978). However, there was still ambiguity about what the conflict concept covers, is it about international relations, is it related to labor and management relationship or is it intrapersonal or is it racial or ethnic concept? During the development process of conflict literature, these concepts have also been discussed in details. Even though the main focus of such efforts was to generalize the meaning of the term conflict, research conducted by different disciplines yielded separate routes.

In such a specialization process, conflict has also caught the attention of organization theorists and social psychologists. Robbins (1978) states that economists, psychologists, sociologists, and political

scientists have been researching the subject for a long time, and by the end of 1970s management scholars have begun studying conflict using the theoretical background founded by social scientists and modifying them to be used in business practice. Some definitions related with the organizations and organizational conflict since 1950s could be found in the literature (Boulding, 1957; Coser, 1961; Dahrendorf, 1958; Pondy, 1967; Pondy, 1969; Schmidt and Kochan, 1972; Seiler, 1963; Stein, 1976; Thompson, 1960; Walton and Dutton, 1969), but Rahim (1992) states that organizational conflict has been particularly studied since 1980s.

CONFLICT MANAGEMENT IN ORGANIZATIONS: A HISTORICAL VIEW

In the beginning of the 20th era, when scientific management was growing and organizations were thought as machine-like structures, classical theorists believed conflict is detrimental for efficiency. Besides, conflict was perceived as opposed of cooperation, harmony and effectiveness in the organization. Believing machine-like organization was to work in an order and in a great cooperation; conflict, being dysfunctional, was an endangering factor against order and cooperation. Especially pre-1960 scholars believed conflict was a negative, destructive force to be avoided at all costs (Nicotera, 1993). Follett (1940) as an exception among classical theorists, mentioned conflict would be beneficiary and productive in the organizational settings.

Following the classical, neoclassical – human relations- view extends the perspective and admits that conflict exists but it should be reduced and eliminated with the help of improved social system in order to provide a cooperative and harmonic organization. Many scholars during late 1960s focused on the structural sources of conflict, particularly that which occurred between various functional departments, between organized interest groups, and across different levels in an organization. Conflict was no longer believed to be dysfunctional, but it was a healthy process that needed to be managed and contained through negotiation, structural adaptation and other forms of intervention (Kolb and Putnam, 1992: 311). The main point was determining the limits of conflict where the amount of conflict exceeds the limit from being functional to dysfunctional (Litterer, 1966). Robbins (1978) states the behavioral approach does not take any action as long as actual conflict level is equal to desired conflict level. Intervention is

only necessary when actual conflict is greater than desired level of conflict (assuming desired level of conflict is always bigger than zero).

During this development process, scholars began working on the definition of conflict and understanding its place in the organizations. Guetzkow and Gyr (1954), in their study analyzing conflict in decision-making groups, define affective conflict as conflict occurring in interpersonal relations and substantive conflict as conflict involving the group's task. The authors also pinpoint the differences among two types of conflict.

Dominant Paradigm - Conflict as Episode

Nearly a decade later a general comprehensive study (Pondy, 1967) becomes the dominant paradigm in the conflict literature. In his study Pondy (1967: 298-299) opposes the previous literature using the term conflict to describe antecedent conditions, affective states, cognitive states and conflictful behavior. According to Pondy conflict is an episode and dynamic process composed of five stages and it should be a comprehensive structure that would explain conflict.

Figure 3: Five Stages of Conflict
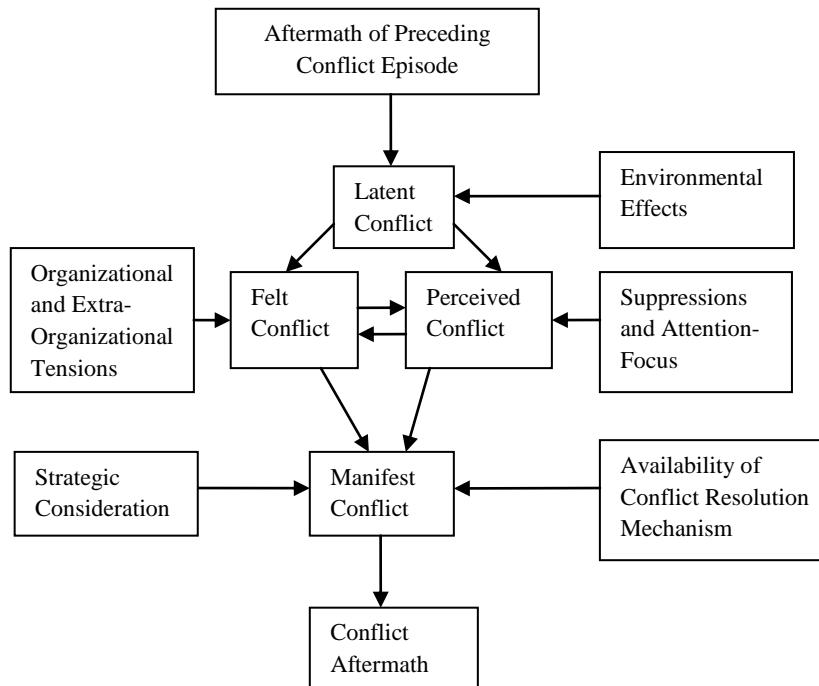
Source: Pondy, L. R. (1967), p. 306

Development Process of Conflict Management Studies in Organizational Behavior

These five stages of conflict are stated as "latent conflict" (which would be competition for scarce resources, drives for autonomy and control or divergence of goals), "perceived conflict" (in order conflict to occur, it should be perceived), "felt conflict", followed by "manifest conflict" and finally "conflict aftermath" (Figure 3).

Like the basic model of conflict, this model is also like a going on process and it begins with the aftermath of preceding conflict episode. In addition to environmental and contextual factors affecting the episode of conflict, conflict begins as a potential (latent conflict). Such a potential triggers felt and perceived conflict, which also interact with each other. Depending upon perceived and felt conflict; the actor demonstrates his/her conflict behavior where the conflict is actually observed and understood (manifest conflict). Following manifest conflict, its effects can be observed and these effects may cause new seeds of conflict (conflict aftermath).

Such a model in 1960s has become a main paradigm of conflict studies since it was the first one approaching "conflict" as an episode. But it should be stated that Pondy's model is mostly based on groups rather than individuals.

According to Pondy (1967), there may be three models for analyzing conflict in the organizations; bargaining model (for conflict among interest groups in competition for scarce resources), bureaucratic model (for superior-subordinate conflicts, conflicts along the vertical dimension of a hierarchy) systems model (for lateral conflict, functional conflicts). As setting such a model, Pondy (1967; 1969) observes that although conflict may be unpleasant, it is inevitable part of organizing and accordingly it is not necessarily bad or good, but must be evaluated in terms of organizational functions and dysfunctions.

Also in 1960s, positive approach to conflict took place and some scholars studied positive effects of conflict. It was believed that conflict due to different backgrounds and different values can enrich the working atmosphere and working style. Scholars did not study conflict at individual level whilst mostly they focus on macro-level (sociological) approaches including groups, departments, divisions and even organizations. Since this period conflict is still regarded as part of intraorganizational or interorganizational structure (Lewicki, Weiss and Lewin, 1992).

Even though the main approach was mostly on macro-level approaches, from this period a behavioral definition of the term conflict

could be given as "*a type of behavior which occurs when two or more parties are in opposition or in battle as a result of a perceived relative deprivation from the activities of or interacting with another person or group at that time*" (Litterer, 1966: 180). This might be considered as the upcoming perspective on conflict management in organizational behavior studies with an interpersonal focus.

The Unidimensional Model – Competitive vs. Cooperative

While behavioral approach stands on opposition, Deutsch (1973) believes conflict is a process of competition depending upon incompatibilities. According to Deutsch (1973), whenever incompatible activities occur a conflict exists. Besides, Deutsch clarifies some levels of conflict on the basis of where these incompatible activities originate. If one person experiences such a conflict that would be intrapersonal, if a group experiences that would be intragroup, if a nation has such a conflict that would be intranational conflict. However, they may reflect incompatible actions of two or more persons, groups or nations; in that case, conflicts are called interpersonal, intergroup or international.

According to the author, conflict is evaluated on the basis of a singular dimension as cooperative vs. competitive. After two decades in his revised study Deutsch (1990) defines conflict as having five levels; "personal", "interpersonal", "intergroup", "interorganizational" and "international". These levels can be associated with the academic disciplines mentioned previously in Table 1. As mentioned, Deutsch states his argument for conflict on the basis of incompatible actions. Mainly focusing on its functionality in the organizations he states that conflict may be both destructive and constructive, and he focuses on having productive conflict rather than eliminating it (Deutsch, 1973: 17). With such an approach, the intensity level of conflict has begun to be discussed.

The Interactionist Model

In 1970s where modern management theories were prevailing using contingency approaches, Robbins (1978) defines conflict as any kind of opposition or antagonistic interaction between two or more parties with a contingent view called the interactionist model. Such a conflict can be located along the continuum of two extreme points; no conflict at one end and high conflict at the other end, which can involve act of destroying or annihilating the opposing party. The approach

defends there should be a balance between the desired and actual conflict level. When actual conflict is greater than desired conflict, such a conflict should be resolved whereas when actual conflict is lower than desired conflict, conflict should be stimulated. The author also sets the conflict in a unidimensional context with a continuum and mostly views the contingency by comparing the actual conflict and desired level of conflict. Robbins (1978) also states the importance of the perception of the conflict in order to be realized.

Again in 1970s, Katz and Kahn (1978: 613), departing from Pondy's general paradigm, state that conflict can be observable and it can be best understood as a process, and a series of episodes. In this respect they define that "two systems (persons, groups, organizations, nations) are in conflict when they interact directly in such a way that the actions of one tend to prevent or compel some outcome against the resistance of the other". According to authors, for conflict to exist direct resistance and direct attempt at influence or injury are needed. Like Robbins (1978), Katz and Khan also move along a unidimension like a fight or battle and stands on direct action like resistance and attempt.

A Broader Definition of Conflict – Properties of Conflict

In 1980s much broader and detailed studies of conflict are realized which can be traced in the definitions made. Putnam and Poole (1987: 552) defines conflict as

> "the interaction of interdependent people who perceive opposition of goals, aims, and values, and who see the other party as potentially interfering with the realization of these goals ... [This] definition highlights three general characteristics of conflict: interaction, interdependence, and incompatible goals".

Regarding a conflict definition as broad as possible, the authors tap importance to the three mentioned properties of conflict. This perspective is another turning point in organizational conflict management studies since the properties are deployed in order to understand conflict term.
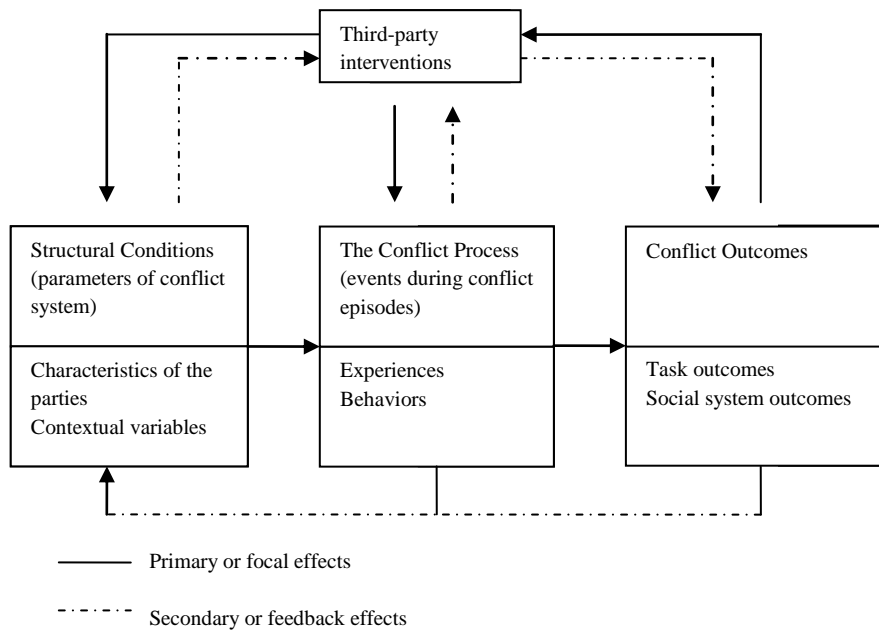
Process Model of Conflict

In 1990s scholars continue studying conflict from different perspectives and there seemed a need for reviewing conflict management studies since there occurred a vast amount of literature

steaming out of previous studies (e.g. Management Communication Quarterly Vol. 1, 1988; Journal of Organizational Behavior Vol.13 Special issue: conflict and negotiation in organizations: historical and contemporary perspectives, 1992).

During the same period, Thomas (1992a) tried to construct an integrative structure regarding the definition of conflict based on previous studies. The author gives the definition as kinds of conflict that occurs between two or more parties or social units. These parties may be individuals, groups, organizations, or other social units. Depending on the definition Thomas sets a general model of conflict displayed in Figure 4.

**Figure 4: The General Model of Conflict**

Source: Thomas K. W. (1992a), p. 655.

As it will be stated in the following studies, conflict in Thomas' model is taken as a process and it has conditions causing conflict and outcomes affected by conflict. In addition to these elements, third-party intervention, as one of the variables related with conflict management, is mentioned. As conflict occurs between two or more parties, third-party which is out of the situation can also take part in the model in order to find a suitable solution (i.e. manager resolving conflict between two subordinates). Thomas (1992a) also studies conflict as episodes that

follow each other depending to former re-structuring of each conflict
episode (Figure 5).

Figure 5: The Process Model of Conflict Episodes
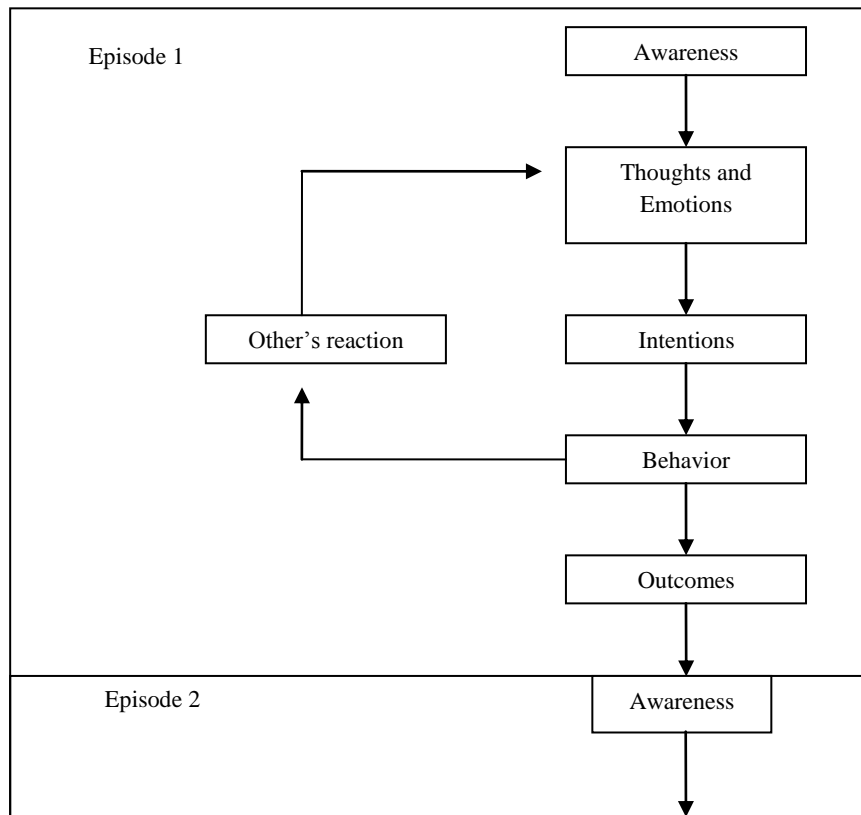
Source: Thomas K. W. (1992a), p. 658.

As displayed in Figure 5, the conflict process involves elements as
"awareness", "thoughts and emotions", "intentions", "behavior", "other's
reaction" depending on the behavior and "outcomes". Regarding
"outcomes" a new episode begins with a different "awareness".
Intentions in Thomas' model have importance in the tapping forms of
conflict handling styles. An intention is the motivation or power to act, or
decision to act in a given way, that intervenes between the party's
thoughts and emotions and the party's overt behavior. Particularly,
strategic intentions are the more general intentions of a party in a given
conflict episode, and these have been labeled variously as orientations,
approaches, styles, strategies, behaviors, and conflict-handling modes in
different studies. Besides, compared to the 1976 model, Thomas (1992b)

mentions that an intention occurs with the combination of two basic kinds of reasoning, normative reasoning and rational/instrumental reasoning, in addition to emotions. With the process model the author also tries to integrate the emotion factor and its feedback into the conflict process. Both 1976 model and 1992a model of Thomas have important reflections in the conflict literature as it developed process model and included third-party intervention. But at the same time Rahim (1992) offered another model of conflict frequently cited in the following years.

Organizational Conflict Model

Rahim (1992: 16), described conflict as an interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities (i.e. individual, group, organization, etc.). With a contingent perspective, conflict occurs when a (two) social entitiy(ies)

1. Is required to engage in an activity that is incongruent with his or her needs or interests;

2. Hold behavioral preferences, the satisfaction of which is incompatible with another person's implementation of his or her preferences;

3. Wants some mutually desirable resource that is in short supply, such that the wants of everyone may not be satisfied fully;

4. Possesses attitudes, values, skills, and goals that are salient in directing one's behavior but are perceived to be exclusive of the attitudes, values, skills, and goals held by the other(s);

5. Has partially exclusive behavioral preferences regarding joint actions;

6. Is interdependent in the performance of functions or activities.

According to Rahim (1992) conflict firstly can be classified on the basis of sources. Sources of conflict can vary as "affective conflict, conflict of interest, cognitive conflict, goal conflict, substantive conflict, realistic vs. non-realistic conflict, institutionalized vs. noninstitutionalized conflict, retributive conflict, misattributed conflict and displaced conflict". Following Lewicki et al.'s (2003) classification conflict can also be classified on a basis of levels where conflict occurs, such as intraorganizational level covering intrapersonal, interpersonal, intragroup and intergroup; interorganizational level. According to Lewicki et al. (2003), conflict exists everywhere and such a classification would assists analyzing the conflict process.

Stating that one model would suit to interpersonal, intragroup and intergroup conflicts instead of differing models, Rahim (1992) defines a

general model of conflict (Figure 6). According to the model, factors affecting the conflict process are antecedent conditions, processes in the organization, demographics and structural variables. After experiencing conflict, there may be attitudinal and behavioral changes to other party involved in the conflict. Also structural formation of the organization can also affect the structure of the conflict (bureaucratic organizations may experience conflict in a formal and rigid structure). Then individuals come to a decision to resolve the conflict. After a decision is taken, its reflections can be observed during conflict aftermath and that would have influence on the variables of previous conflict such as structure of the organization or may have the potential of a new conflict.

Figure 6: A Model of Organizational Conflict
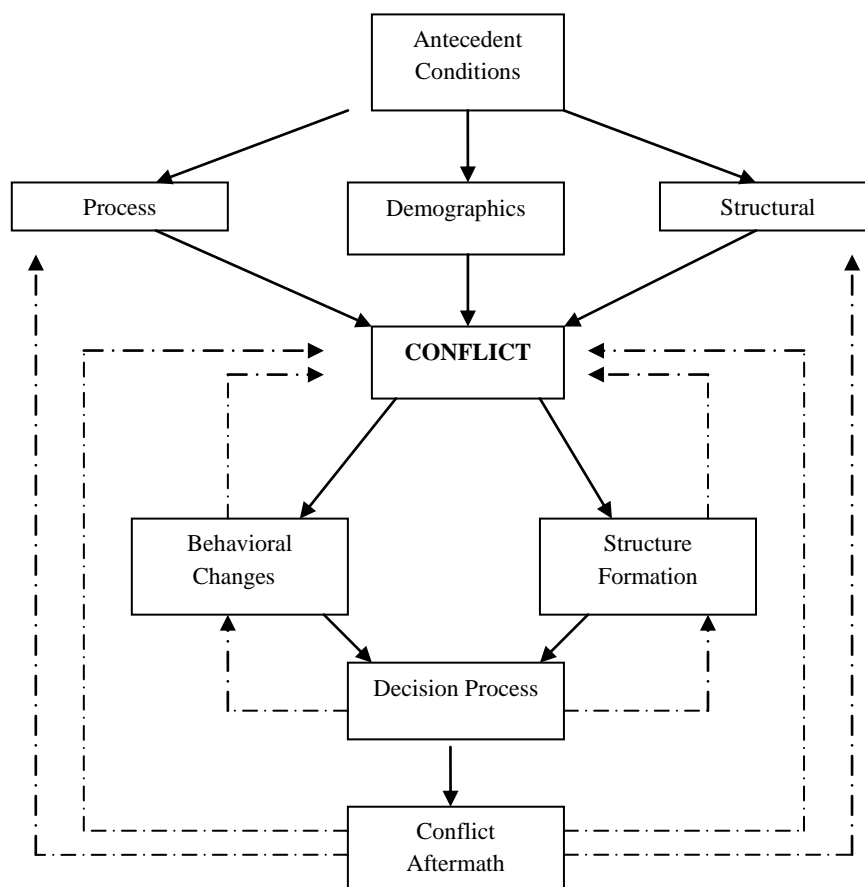
Source: Rahim, M. A. (1992), p. 78.

The author also points out the importance of discriminating between amount of affective and substantive conflict intensities. Some other scholars also mentioned that there should be a distinction between relationship (affective) conflicts and task-related (substantive) conflicts, that those two types are different phenomena with rather different dynamics (De Dreu, Harinck, and Van Vianen, 1999; Jehn, 1997a; Simons and Peterson, 2000).

A Changing Definition of Conflict

Kolb and Putnam (1992) argue about interaction of contextual factors and propose that the conflict definition should be fluid for different situations depending on varying interpretations. In addition, the authors argue that a conflict exists when there are real or perceived differences that arise in specific organizational circumstances and that endanger emotion as a consequence. Having such a definition authors mostly focus on the changing structure of the conflict, and they state that conflict is not observed clearly as formerly, emotions would have a great impact on conflict as a hidden variable. Considering Thomas (1992a) approach, Kolb and Putnam also points out importance to the emotional side of conflict and its interpretation on the basis of different contextual variables.

Conflict: Social Psychologically Defined

Another important contribution to conflict management came from social psychology. Accordingly, conflict can be experienced in different levels by different actors, define conflict as "sharp disagreement or opposition, as of interests, ideas, etc," in addition to "the perceived divergence of interest, or a belief that the parties' current aspirations cannot be achieved simultaneously" (Rubin, Pruitt and Kim, 1994: 5).

This definition might be considered very similar those constructed above, however, the main aspect that differentiates the concepts from others and calls for the attention of scholars is that it offers a conflict handlings style model. According to the authors, conflict may have both positive and negative effects on parties of conflict. On one hand conflict encourages social change that may provide opportunity for reconciliation of people's legitimate interest and group unity, whereas on the other hand, conflict is fully capable of creating damage for society. However, it is mentioned that, the conflict is not necessarily destructive, but when it is, it may be seriously problematic.

Development Process of Conflict Management Studies in Organizational Behavior

Types of Conflict

As it is seen in the development process, the intensity and types of conflict got importance. Therefore, various scholars focused on this distinction and their effects. Jehn (1995: 258) and Jehn and Mannix (2001), described conflict as two types. Relationship conflict exists when there are interpersonal incompatibilities among group members, which typically includes affective components such as tension, animosity, and personal issues such as, annoyance, dislike among members and feelings such as frustration and irritation within a group. However, task conflict exists when there are disagreements among group members and an awareness of differences in about the content of the tasks being performed, including differences in viewpoints, ideas, and opinions. In her later study, Jehn (1997a: 551) defines another type of conflict called process conflict. Depending on the typology "relationship conflicts focuses on interpersonal relationships, task conflicts focuses on the content and the goals of the work, and process conflicts focuses on how tasks would be accomplished". In a later study, Jehn and Mannix (2001: 238-239) defines process conflict in details as "an awareness of controversies about aspects of how task accomplishment will proceed, more specifically, process conflict pertains to issues of duty and resource delegation, such as who should do what and how much responsibility different people should get". Jehn (1997a) also identifies four distinct dimensions effecting conflict; "Negative emotionality", "Acceptability", "Resolution potential" and "Importance" which also determine the performance levels of work groups.

Amason and Sapienze (1997) are also among those scholars who focus on types of conflict. Accordingly, cognitive conflict is task-oriented and arises from differences in judgment or perspective, while affective conflict is emotional and arises from personalized incompatibilities or disputes (Also see Jehn, 1994; Jehn, 1997b; Pinkley 1990).

Functionality and Effect of Amount of Conflict in Organization

Despite the vast research carried on conflict there is still discussion about the functionality of conflict in the organizations. Some scholars mention it has both negative and positive affects (Deutsch, 1973; De Dreu, Harinck and Van Vianen, 1999; Litterer, 1966; Rubin, Pruitt and Kim, 1994; Tjosvold, 1997).

Some scholars (e.g. Amason, 1996; Barki and Hartwick, 2001; Jehn, 1995; Spector and Jex, 1998; Wall and Callister, 1995) state it is not healthy to stimulate conflict, and such approaches of stimulating conflict would cause danger of escalation of conflict, ineffectiveness of the organization and team work, reduced well-being of the employees and high rate of turnover.

However, Rahim (2002) argues that conflict can be useful for the organizations, and it can be managed; additionally it helps organizational learning. Besides, some scholars defend there are positive effects of conflict as effectiveness, learning and self-awareness in the organizations (De Dreu and Van de Vliert, 1997; Robbins, 1978; Wall and Callister, 1995).

Barki and Hartwick (2001) argue that there should be better tools for driving passion, involvement and creativity without fostering conflict. Especially, regarding their multidimensional interpersonal conflict definition, they defend the idea that explanations based on one dimension would support the findings of positive affect of conflict, although when assessed as multidimensional, it is seen that (interpersonal) conflict has pervasive negative effects.

Regarding the distinction between affective and substantive conflict (Amason and Sapienze, 1997; Amason and Schweiger, 1997; Jehn, 1997b; Rahim, 2002); substantive conflict may have positive effect because it is related with task and may help creativity and alternative ways of doing tasks, whereas relationship conflict may have negative effect in the workplace since it is related with emotional incompatibles and negative feelings, and that may cause some ineffectiveness in the organizational performance (Amason, 1996; De Dreu and Van de Vliert, 1997; Jehn, 1995; Simons and Peterson, 2000).

Recently two scholars made an important contribution on this topic. De Dreu and Weingart (2003: 746) state that recent management textbooks reflect the notion that task conflict may be productive and relationship conflict is dysfunctional, but according to their meta-analysis focusing on the conflict and performance relationship, it is found that *"whereas a little conflict may be beneficial, such positive effects quickly break down as conflict becomes more intense, cognitive load increases, information processing is impeded and team performance suffers"*. However, the authors state the idea that relationship conflict may be more destructive than task conflict since it is interpersonal and emotional.

Development Process of Conflict Management Studies in Organizational Behavior
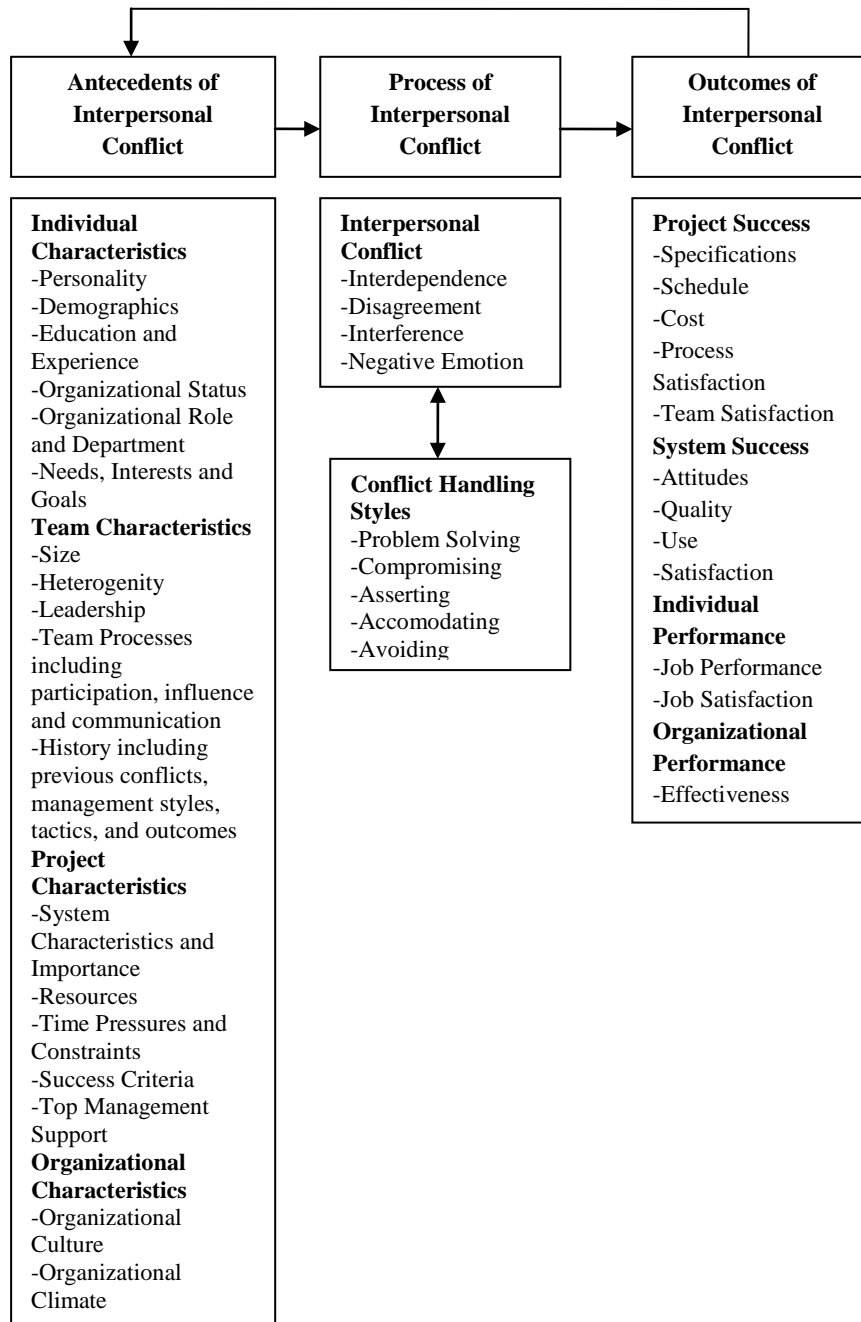
Recently in the organizational behavior studies, it is seen that it is better to keep conflict in a moderate level so that it can be handled in a constructive manner, so that optimum level of organizational effectiveness can be attained and maintained (Rahim and Bonoma, 1979; Rahim, 1992: 10). Today organizations have a more contingent view and they follow some actions in order to adjust performance with respect to conflict density (Hatch, 1997). Another recent perspective (Kolb and Putnam, 1992) mentions that the scope of conflict and its manifestation extend beyond previously existing models. Accordingly, conflict is not being visible and not confronted clearly whereas it is mostly embedded in the interactions among organization members during mundane and routine activities which should be analyzed (Alakavuklar, 2007).

While conflict and its studies are evolving and changing due to contemporary businesses having much diversity based on differences in occupations, gender, ethnicity, and culture; there is a need to find out the relationship of conflict between these variables. Accordingly, new perspectives of conflict studies related with emotions and its recent affects on organizations and varying conflict management studies have been figured out in different studies (Bell and Song, 2005; Bodtker and Jameson, 2001; Desivilya and Yagil, 2005; Kolb and Bartunek, 1992; Kolb and Putnam, 1992; Kozan, 1997; Pelled, Eisenhardt and Xin, 1999; Rhoades, Arnold and Jay, 2001).

Comprehensive Model of Conflict Management

Depending upon the previous discussion it can be stated that scholars with different backgrounds defined conflict depending upon its different aspects in terms of the contexts the studies were carried. Such differences and variety of definitions might be problematic. Therefore, a recent perspective focusing on interpersonal conflict management might be helpful for demonstrating the level of conflict management studies today. Barki and Hartwick (2001) offer a model of interpersonal conflict also integrating conflict-handling styles (Figure 7). This model is based on previous models of Pondy (1967), Pruitt, Rubin and Kim (1994), Putnam and Poole (1987), Thomas (1976; 1992a) and Wall and Callister (1995) mentioned earlier.

**Figure 7: Comprehensive Model of Interpersonal Conflict Management**

Antecedents of Interpersonal Conflict	Process of Interpersonal Conflict	Outcomes of Interpersonal Conflict
Individual Characteristics -Personality -Demographics -Education and Experience -Organizational Status -Organizational Role and Department -Needs, Interests and Goals **Team Characteristics** -Size -Heterogenity -Leadership -Team Processes including participation, influence and communication -History including previous conflicts, management styles, tactics, and outcomes **Project Characteristics** -System Characteristics and Importance -Resources -Time Pressures and Constraints -Success Criteria -Top Management Support **Organizational Characteristics** -Organizational Culture -Organizational Climate	**Interpersonal Conflict** -Interdependence -Disagreement -Interference -Negative Emotion **Conflict Handling Styles** -Problem Solving -Compromising -Asserting -Accomodating -Avoiding	**Project Success** -Specifications -Schedule -Cost -Process Satisfaction -Team Satisfaction **System Success** -Attitudes -Quality -Use -Satisfaction **Individual Performance** -Job Performance -Job Satisfaction **Organizational Performance** -Effectiveness

Source: Adapted from Barki, H. and Hartwick, J. (2001), p. 197. projects

**Development Process of Conflict Management Studies in
Organizational Behavior**

The model is regarded as a significant model that it calls attention to how interpersonal conflict is defined and its relation with conflict handling styles. In the model, conflict handling styles are regarded as a function of the "interpersonal conflict process", and the authors argue that there is a correlation between interpersonal conflict and its handling styles, so that conflict handling styles may be thought as antecedents or consequences of interpersonal conflict. Conflict handling styles should also be taken into consideration in terms of conflict management as they are part of conflict and individual decision-making (Alakavuklar, 2007).

In addition, authors set a multidimensional approach for studying conflict by mentioning properties of conflict. They define interpersonal conflict depending on four properties, which are interdependency, disagreement, interference and negative emotion. The authors believe the previous studies did not employ a multidimensional approach. Thus, they mostly focused on one property/dimension (disagreement) or combination of two properties/dimensions (disagreement and interdependency) and that caused having a blurred conceptualizations and inaccurate measures of interpersonal conflict.

Figure 8: Venn-diagram of Interpersonal Conflict's Properties

D= Disagreement
I= Interference
NE=Negative Emotions
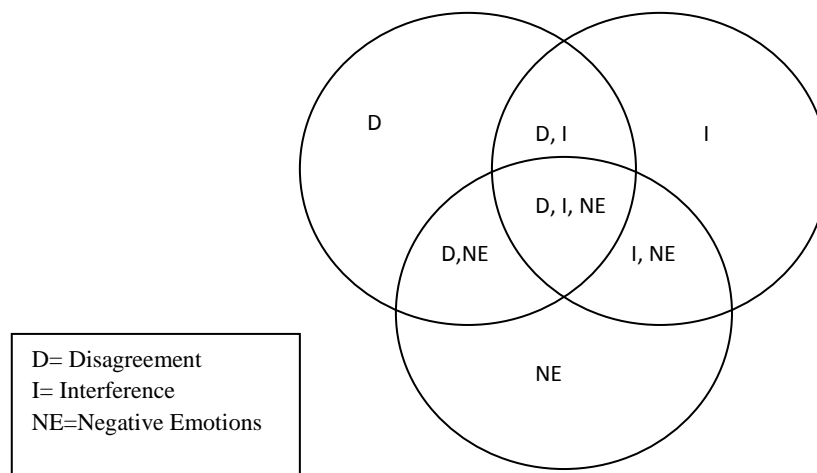
Source: Barki, H. & Hartwick, J. (2004), p. 219.

Barki and Hartwick's (2004) study makes a review and states that in the previous conflict studies interpersonal conflict concept has three main properties/dimensions "disagreement, interference and negative emotion" (Having a difference compared to the previous study, authors take interdependency as a contextual factor and take only three

properties of conflict as basis). Providing a detailed analysis of conflict studies between the years 1990 – 2003 authors state that some of the definitions were only based on disagreement, or interference or negative emotions. Besides, there were also definitions of conflict involving two or three of the elements. Such intersections of definitions and conflict elements can be shown in Figure 8.

Depending on this structure Barki and Hartwick (2004: 234) defines conflict as "*a dynamic process that occurs between interdependent parties as they experience negative emotional reactions to perceived disagreements and interference with the attainment of their goals*". The authors also present a typology based on these three properties, which clarifies conflict types. In this typology, properties of conflict are also associated with the cognitive, behavioral and affective sides of human being and the relation with disagreement, interference and negative emotion is settled (Table 3).

Table 3: A Typology for Conceptualizing and Assessing Interpersonal Conflict in Organizations

		Interpersonal Conflict's Focus	
		Task Content or Task Process	Interpersonal Relationship
Interpersonal Conflict's Properties	Cognition/ Disagreement	Disagreement with the other about what should be done in a task or how a task should be done	Disagreement with the other's personal values, views, preferences, etc.
	Behavior/ Interference	Preventing the other from doing what they think should be done in a task or how a task should be done	Preventing the other from doing things unrelated to task
	Affect/Negative Emotion	Anger and frustration directed to the other about what should be done in a task or how a task should be done	Anger and frustration directed to the other as a person

Source: Barki, H. and Hartwick, J. (2004), p. 236.

In the typology, it is clearly seen that there are three properties of conflict and these three properties of conflict can be found in cognitive, behavioral and affective states of individuals. Additionally, reflection of interpersonal focus can be analyzed on two bases, which are task content or task process and interpersonal relationship.

Development Process of Conflict Management Studies in Organizational Behavior

This typology helps understanding and conceptualizing the interpersonal conflict concept. On the basis of the mentioned three properties conflict can be analyzed with respect to two types. In order to understand and analyze the interpersonal conflict situation these three properties as disagreement, interference and negative emotion are supposed to be observed. This interpersonal conflict may have a focus related with task, which is mostly about how the task should be handled. The actors may experience disagreement on how to realize the task in the cognitional level, and they may try to show their behavior in order to prevent the action of other actor, finally such a situation may cause an affect by having negative emotions towards to the other actor. If the focus of the interpersonal conflict is on relationship rather than task, the same process is observed but this time the conflict experienced is associated with the personal factors like values, beliefs, preferences. For analyzing the conflict management process further in organizations this model might be a good beginning since it covers the contributions of the previous models and explanations.

DISCUSSION & CONCLUSION

Organizations traditionally seek for harmony and effectiveness; however as a nature of human life it is unavoidable to experience conflicts in organizational life. Therefore, there is an additional task for managers and organizational members to know about this reality of conflict and its management in the organizations. This study, taking conflict studies as a basis, aims to reflect how such an understanding developed in organizational behavior studies. As approaches develop, it is noticed how conflict has importance to manage performance whereas it is admitted organizations are organic rather than mechanical structures that conflict is an essential element of it. Therefore, definitions of conflict management, its characteristics, antecedents and consequences and differences among approaches are provided so that a comprehensive understanding is given in the study. It can be stated that change is the only constant factor in such studies that with the proliferation of conflict studies a detailed reality of conflict in organizations will be pictured. Managers, organizational members, scholars and related actors may revise and examine their actions regarding conflict management by considering the historical development given in this study.

REFERENCES

Alakavuklar, O. N. (2007). Interpersonal conflict handling styles: The role of ethical approaches. Unpublished MBA thesis. İzmir: Dokuz Eylül University.

Amason, A. C. & Sapienze, H. J. (1997). The effects of top management team size and interaction norms on cognitive and affective conflict. *Journal of Management*, 23 (4), 495-516.

Amason, A. C. & Schweiger, D. M. (1997). The effects of conflict on strategic decision making effectiveness and organizational performance. In C. K. W. De Dreu & E. Van de Vliert (Eds.) *Using Conflict in Organizations*, (pp. 23-37). Thousand Oaks: Sage.

Barki, H. & Hartwick, J. (2001). Interpersonal conflict and its management in information system development. *MIS Quarterly*, 25 (2), 195-228.

Barki, H. & Hartwick, J. (2004). Conceptualizing the construct of interpersonal conflict. *International Journal of Conflict Management*, 15 (3), 216-244.

Baron, R. A. (1989). Personality and organizational conflict: Type A behavior pattern and self monitoring. *Organization Behavior and Human Decision Processes*, 44 (2), 281-297.

Baron, R. A. (1990). Conflict in organizations. In Murphy, K. R. & Saal, F. E. (Eds.) *Psychology in Organizations: Integrating Science and Practice*, (pp. 197-216). Hillsdale, NJ: Lawrence Erlbaum.

Bell, C. & Song, F. (2005). Emotions in the conflict process: An application of the cognitive appraisal model of emotions to conflict management. *International Journal of Conflict Management*, 16 (1), 30-54.

Bodtker, A. M. & Jameson, J. K. (2001). Emotion in conflict formation and its transformation: Application to organizational conflict management. *International Journal of Conflict Management*, 12 (3), 259-275.

Boulding, K. E. (1957). Organization and conflict. *Conflict Resolution*, 1 (2), 122-134.

Conflict. (2012). *Merriam-Webster*. Encylopedia Britannica Company. Retrieved 20 May, 2012 from http://www.merriam-webster.com/dictionary/conflict

Coser, L. A. (1961). The termination of conflict. *Journal of Conflict Resolution*, 5 (4), 347-353.

Development Process of Conflict Management Studies in Organizational Behavior

Dahrendorf, R. (1958). Toward a theory of social conflict. *Journal of Conflict Resolution*, 2 (2), 170-183.

De Dreu, C. K. W. & Van de Vliert E. (1997). *Using Conflict in Organizations*. Thousand Oaks: Sage.

De Dreu, C. K. W. & Weingart, L. (2003). Task versus relationship conflict, team performance, and team member satisfaction: A meta-analysis. *Journal of Applied Psychology*, 88 (4), 741-749.

De Dreu, C. K. W., Harinck, F. & Van Vianen, A. E. M. (1999). Conflict and performance in groups and organizations. *International Review of Industrial and Organizational Psychology*, 14, 376-405.

Desivilya, H. S. & Yagil, D. (2005). The role of emotions in conflict management: The case of work teams. *International Journal of Conflict Management*, 16 (1), 55-69.

Deustch, M. (1990). Sixty years of conflict. *International Journal of Conflict Management*, 1 (3), 237-263.

Deutsch, M. (1973). *The Resolution of Conflict Constructive and Destructive Processes*. New Haven: Yale University Press.

Fink, C. F. (1968). Some conceptual difficulties in the theory of social conflict. *Journal of Conflict Resolution*, 12 (4), 412-460.

Follett, M. P. (1940). Constructive conflict. In H. C. Metcalf & L. Urwick (Eds.) *Dynamic administration: The collected papers of Mary Parker Follett* (pp.30-49). New York: Harper.

Guetzkow, H. & Gyr, J. (1954). An analysis of conflict in decision-making groups. *Human Relations*, 7, 367-381.

Hatch, Mary Jo. (1997). *Organization Theory*. Oxford: Oxford University Press

Jehn, K. A. & Mannix, E. A. (2001). The dynamics nature of conflict: A longitudinal study of intragroup conflict and group performance. *Academy of Management Journal*, 44 (2), 238-251.

Jehn, K. A. (1994). Enhancing effectiveness: An investigation of advantages and disadvantages of value-based intragroup conflict. *International Journal of Conflict Management*, 5, 223 - 228.

Jehn, K. A. (1995). A multimethod examination of the benefits and detriments of intragroup conflict. *Administrative Science Quarterly*, 40 (2), 256-282.

Jehn, K. A. (1997a). A qualitative analysis of conflict types and dimensions in organizational groups, *Administrative Science Quarterly*, 42 (3), 530-557.

Jehn, K. A. (1997b). Affective and cognitive conflict in work groups: Increasing performance through value-based intragroup conflict. In C. K. W. De Dreu & E. Van de Vliert (Eds.) *Using Conflict in Organizations*, (pp. 23-37). Thousand Oaks: Sage.

Katz, D. & Kahn, R. L. (1978). *The Social Psychology of Organizations*. USA: John Wiley & Sons Publishers.

Kolb, D. M. & Bartunek, J. M. (1992). *Hidden Conflict in Organizations Uncovering Behind-the-Scenes Disputes*. Sage:USA.

Kolb, D. M. & Putnam, L. L. (1992). The multiple faces of conflict in organization. *Journal of Organizational Behavior*, 13 (3), 311-324.

Kozan, M. K. (1997). Culture and conflict management: A theoretical framework. *International Journal of Conflict Management*, 8 (4), 338-360.

Lewicki R. J., Weiss, S. E. & Lewin, D. (1992). Models of conflict, negotiation and third party intervention. A review and synthesis. *Journal of Organizational Behavior*, 13 (3), 209 - 252.

Lewicki, R. J., Saunders, D. M., Barry, B. & Minton, J. W. (2003). *Essentials of Negotiation*. Singapore: McGrawHill.

Litterer, J. A. (1966). Conflict in organization: A Re-examination. *Academy of Management Journal*, 9 (3), 178-186.

Mack, R. W. & Snyder, R. C. (1957). The analysis of social conflict-toward an overview and synthesis. *Conflict Resolution*, 1 (2), 212-248.

Nicotera, A. M. (1993). Beyond two dimensions. A grounded theory model of conflict-handling behavior. *Management Communication Quarterly*, 6 (3), 282-306.

Pelled, L. H., Eisenhardt, K. M. & Xin, K. R. (1999). Exploring the black box: An analysis of work group diversity, conflict, and performance. *Administrative Science Quarterly*, 44 (1), 1-28.

Pinkley, R. L. (1990). Dimensions of conflict frame. *Journal of Applied Psychology*, 75, 117-126.

Pondy, L. R. (1967). Organizational conflict: Concepts and models. *Administrative Science Quarterly*, 12 (2), 296-320.

Pondy, L. R. (1969). Varieties of organizational conflict. *Administrative Science Quarterly*, 14 (4), 499-505.

Putnam, L. L. & Poole, M. S. (1987). Conflict and negotiation. In F. M. Jablin, L. L. Putnam, K.H. Roberts & L. W. Porter (Eds.), *Handbook of organizational communication: An interdisciplinary perspective* (pp. 549-599). Newbury Park, CA: Sage.

Development Process of Conflict Management Studies in Organizational Behavior

Rahim, M. A. & Bonoma, T.V. (1979). Managing organizational conflict: A model for diagnosis and intervention. *Psychological Reports*, 44 (3), 1323-1344.

Rahim, M. A. (1992). *Managing Conflict in Organizations*. USA: Praeger Publishers.

Rahim, M. A. (2002). Toward a theory of managing organizational conflict. *International Journal of Conflict Management*, 13 (3), 206-235.

Rhoades, J. A., Arnold J. & Jay C. (2001). The role of affective traits and affective states in disputants' motivation and behavior during episodes of organizational conflict. *Journal of Organizational Behavior*, 22, 329-345.

Robbins, S. P. (1978). Conflict management and conflict resolution are not synonymous terms. *California Management Review*, 21 (2), 67-75.

Rubin, J. Z., Pruitt, D. G. & Kim, S. H. (1994). *Social Conflict Escalation, Stalemate, and Settlement.* McGrawHill: USA.

Schmidt, S. M. & Kochan, T. A. (1972). Conflict: Toward conceptual clarity. *Administrative Science Quarterly*, 17 (3), 359-370.

Seiler, J. A. (1963). Diagnosing interdepartmental conflict. *Harvard Business Review*, 41 (September- October), 121-132.

Simons, T.L. & Peterson, R.S. (2000). Task conflict and relationship conflict in top management teams: The pivotal role of intragroup trust. *Journal of Applied Psychology*, 85 (1), 102-111.

Spector, P. E. & Jex, S. M. (1998). Development of four self-report measures of job stressors and strain: interpersonal conflict at work scale, organizational constraints scale, quantitative workload inventory, and physical symptoms inventory. *Journal of Occupational Health Psychology*, 3, 356-367.

Stein, A. A. (1976). Conflict and cohesion. A review of literature. *The Journal of Conflict Resolution*, 20 (1), 143-172.

Thomas, K. W. & Schmidt, W. H. (1976). A survey of managerial interests with respect to conflict. *Academy of Management Journal*, 19 (2), 315-318.

Thomas, K. W. (1992a). Conflict and negotiation processes in organizations. In L. M. Hough & M. D. Dunnette (Eds.), *Handbook of industrial and organizational psychology,* 2nd ed. (Vol. 3, pp.651-717). Palo Alto, CA: Consulting Psychologists Press.

Thomas, K. W. (1992b). Conflict and conflict management. *Journal of Organizational Behavior*, 13 (3), 265 - 274.

Thompson, J. D. (1960). Organizational management of conflict. *Administrative Science Quarterly*, 4 (4), 389-409.

Tjosvold, D. (1997). Conflict within interdependence: its value for productivity and individuality. In C. K. W. De Dreu & E. Van de Vliert (Eds.) *Using Conflict in Organizations*, (pp. 23-37). Thousand Oaks: Sage.

Wall, J.A. & Callister, R. R. (1995). Conflict and its management. *Journal of Management*, Vol. 21 (3), 515-558.

Walton, R. E. & Dutton, J. M. (1969). The management of interdepartmental conflict. A model and review. *Administrative Science Quarterly*, 14 (1), 73-84.