

# Organizational Conflict: Concept and Dimensions

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*This article analyzes organizational conflict by examining its definitions and identifying key causes, such as goal divergence, resource scarcity, and conflicting interests within organizations. The article classifies organizational conflict into three main dimensions: task conflict, process conflict, and interpersonal conflict. Task conflict involves differing views and perspectives on objectives and strategies, while process conflict focuses on disputes related to task execution and resource allocation. Interpersonal conflict refers to personal disputes and challenges between individuals.*

*The study explores the relationships among these three dimensions by analyzing four previous studies conducted in various countries and sectors. It highlights the differences in correlation coefficients between dimensions, which vary depending on the organizational context and whether the sector is industrial or administrative. The findings suggest that the association between task conflict and process conflict differs across sectors, with a weaker correlation observed in the industrial sector due to the distinct separation of responsibilities between management and workers. In contrast, higher correlation coefficients were found in administrative and service sectors due to shared tasks and frequent interaction among personnel. The impact of process conflict on interpersonal conflict and the effect of interpersonal conflict on task conflict also varied depending on organizational culture and the degree of interdependence among individuals.*

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*The study adopts an operational definition of organizational conflict as a form of social interaction involving discrepancies among individuals regarding goals, work nature, approaches to execution, and solutions to challenges. It examines the impact of organizational conflict on the work environment and organizational performance, aiming to establish a comprehensive analytical framework for understanding and effectively managing organizational conflict to foster cooperation and achieve organizational goals.*

*Keywords: Organizational Conflict, Task Conflict, Process Conflict, Relationship Conflict*

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## **Introduction**

Organizational conflict is a crucial subject in management and social sciences, as it plays a fundamental role in the functioning of work environments. In modern work environments marked by intricacy and ongoing interactions between individuals and groups, it is essential to comprehend the nature, origins, and handling of conflict to attain organizational objectives and guarantee long-term viability. Conflict, in its essence, is not simply a detrimental occurrence to be evaded; instead, it is a social exchange that, when effectively handled, can result in progress and originality.

The term “conflict” originates in the Latin word *conflictus*, which means “collision.” This term accurately describes the nature of conflict as an interaction when two or more individuals engage in confrontations while pursuing conflicting objectives or goals. Conflict within organizations can occur as a result of conflicting goals, differences in values, or limited resources. These tensions can impact the group’s performance as a whole and the performance of individuals within the company.

Within this particular setting, the definitions of organizational conflict differ depending on the academic position. Some individuals or groups attribute conflict to divergent perspectives and aims, whilst others attribute it to limited resources and rivalry for their allocation. The variation in interpretations highlights the intricate nature of organizational conflict and emphasizes the necessity for employing diverse methodologies to examine and analyze it.

Organizational conflict can have many consequences, encompassing the promotion of creativity and the generation of innovative problem-solving approaches, as well as the exacerbation of conflicts and the erosion of teamwork. Hence, the crucial role of management lies in guiding this conflict into productive avenues through conflict management practices that try to harmonize the interests of individuals with the objectives of the business.

This article examines the different aspects of organizational conflict, assesses the reasons for its occurrence, and evaluates successful management methods. By offering a thorough analytical framework, we aim to deepen the scientific understanding of this phenomenon and provide insights that can improve management practices in modern work contexts.

## **Organizational Conflict**

The concept of conflict is a highly debated topic in the field of social sciences. This is due to the fierce struggle in the modern world for power and scarce resources. This idea exhibits variability based on the specialized fields and methodologies of researchers.

The term “conflict” in Latin may be traced back to its etymology. It is derived from the word “*conflictus*,” which means “collision.” This word, in turn, comes from the ancient Latin

word “flictus,” which means “to strike” (Annebeau, 2004: 187). The etymology of this term closely aligns with its present definition, which has aggressive implications. The concept of collision implies that conflict arises solely between two closely associated entities that share a commonality.

Academics have differing views on a precise description of organizational conflict. Some have emphasized the presence of divergent viewpoints within the opposing group over their objectives and the strategies for attaining them. Others have highlighted that the fundamental reason for conflict is the insufficiency and constraints of resources within the organization. Specific individuals have tried reconciling these perspectives to reach a more all-encompassing definition.

According to Webar (2011: 72), conflict is a social interaction where one individual seeks to assert their desires but encounters opposition from their partner or partners. This definition is predicated on the concept of divergent and opposing perspectives and desires within collectives, wherein conflict emerges when one participant endeavours to enforce their viewpoint upon another.

Dahrendorf defines conflict as the exertion of force, rivalry, and tension arising from societal confrontations. Conflict relations encompass interpersonal connections that entail distinct and incompatible objectives (Qasimi, 2014: 11). Dahrendorf’s contribution to Weber’s definition is limited, as he only reinforces the presence of disagreement within conflict. Additionally, he introduces terms like struggle, rivalry, and pressure but needs to provide clear distinctions between them.

Meier and Barabel define conflict as a divergence between individuals on various aspects, such as goals, values, interests, methods, roles, and status, resulting in conflicting relationships (Barabel & Meier, 2006: 777). This description elucidates that discord among individuals arises from divergent perspectives on the collective’s objectives, its constituents’ responsibilities, and the resultant hierarchy.

Gad El-Rab defines organizational conflict as the clash that arises when individuals, groups, or organizations have opposing objectives or different methods of reaching those objectives (Gad El-Rab, 2010: 338). Here, the term highlights the concept of discord, indicating that the reason extends beyond opposing objectives to encompass conflicting approaches to accomplishing these objectives.

According to Leavitt, conflict is a circumstance that necessitates choosing between two opposing needs (Kadhim, 2002: 143). Although this definition is brief and concise, it emphasizes a crucial feature of conflict: the deliberate choice to participate in it. Based on this view, conflict arises not just from a disagreement but from an individual’s perception of the disagreement and their choice to participate in the conflict actively.

Previous definitions of organizational conflict primarily centre around disagreement between the objectives of two or more individuals in a workgroup. This conflict arises when one or more individuals attempt to impose their vision on the rest of the group. Organizational conflict arises solely when group members become aware of a disagreement and actively choose to participate in conflict. Nevertheless, the previous definitions still need to consider the possible ramifications of organizational conflict arising from conflicting individual perspectives, highlighted in the subsequent definitions.

Abdallah Abdul Rahman defines conflict as the result of opposing interests and aims between two parties. Each party strives to attain its interests and goals by whatever means necessary, whether lawful or unlawful (Aichour, 2008: 25). As defined above, organizational

conflict encompasses the use of all measures, regardless of their legitimacy. This suggests that individuals may not always conform to internal organizational regulations and may employ unlawful tactics to exert pressure on others to accomplish their objectives.

According to Lebaron, conflict is characterized by overt antagonism between individuals or social collectives and can manifest in various ways, such as submitting a formal request, engaging in a strike, or resorting to verbal and physical aggression. According to Lebaron (2009, p. 39), organizational conflict can start with less severe actions like presenting a petition. However, it has the potential to grow to more violent levels, resulting in bodily injury to the opposing party.

Chlabi's definition of organizational conflict refers to the deliberate actions taken by one individual, referred to as person X, to impede the progress of another individual, referred to as person Y, using various obstructive means. This obstruction can frustrate person Y and impair their capacity to accomplish their objectives or pursue their interests. This definition implies that organizational conflict can occur when an individual tries to achieve their own goals and hinders others from obtaining their goals using a "lose-lose" approach (Chlabi, 2011: 92-93).

Ashwi defines organizational conflict as a social phenomenon when two or more persons or groups strive to accomplish their goals and protect their interests, even if it involves removing or undermining their competitors. This definition elaborates on the previous one by highlighting the capacity of individuals to eliminate and annihilate their competitors, thus revealing the aggressive nature of organizational conflict. This aggression can result in punitive measures against the opposing party, such as termination of employment or even verbal or physical assault (Ashwi, 1992: 177).

Having examined definitions that describe organizational conflict as a result of disagreement between the goals of multiple individuals and their actions to achieve those goals, attention now turns to definitions that highlight resource scarcity as a primary cause of organizational conflict. MacIver defines organisational conflict as a collective endeavour where individuals compete to achieve a specific objective (Aichour, 2008: 23). This concept highlights the purpose for which conflict emerges but needs more clarity regarding the specific nature of this purpose and its shortage or availability.

Coser's formulation emphasizes the concept of scarcity, where conflict is seen as a fight for limited or highly valued resources and prestige to gain power and defeat the opponent (Allam, 1994: 200). Coser characterizes values and status as limited in supply, leading individuals to engage in a competitive pursuit to attain them to wield influence, surpass rivals, and secure further rare resources.

The previous definitions discussed the idea of goal divergence and the limited availability of resources inside the organization. The subsequent definitions incorporate the notion of divergent interests. According to Boudon (2005), organizational conflict refers to antagonism between persons or organizations with opposing interests in owning or controlling limited tangible and symbolic resources. Boudon introduces the notion of interests to the existing definitions, characterizing them as conflicting and transitory. This suggests that conflicts are driven by short-term tactical considerations rather than short-term tactical considerations that vary depending on the limited and changing interests.

In addition, Al-Tajm and Al-Sawat expand upon Boudon's definition by incorporating the notion of dependency relationships. They propose that organizational conflict arises between two parties who have a dependent relationship, wherein they perceive their goals to be in conflict, their resources to be limited, and each party interferes in the other's affairs while

pursuing their objectives (Al-Tajm & Al-Sawat, 2013: 226). In this scenario, the conflict does not solely include two persons but rather two individuals with a significant interaction that reaches the extent of a mutually dependent relationship. The lack of resources breaks this mutually advantageous relationship, leading to conflict. Nevertheless, this conflict frequently does not result in the dissolution of organizations. Instead, it persists at a tolerable level due to the interdependence that prevents the victorious party from annihilating the other.

The operational definition of organizational conflict used in this study refers to the social interaction that occurs when two or more individuals have differing opinions on their goals, work content, execution methods, and proposed solutions to their problems.

## **Dimensions of Organizational Conflict**

This study adopts a tripartite classification of the dimensions of organizational conflict, including task, process, and interpersonal. These dimensions are evident among individuals within a workgroup or between them and their boss. Here is an elaborate elucidation of these dimensions:

### **Task Conflict**

Task conflict is highly researched because of its importance and direct impact on attaining organizational objectives. This conflict, known as task conflict, occurs when team members disagree on the content of their work, leading to differences in viewpoints, opinions, and ideas (Abdel Rasul & Al-Abidi, 2009: 179). Task conflict refers to disagreements among group members regarding the interpretation of data, methods of calculation, solutions to be implemented, and available options for addressing a specific problem or aspect of work. It is primarily an intellectual and theoretical disagreement.

This is consistent with Northcraft's definition, which defines task conflict as the divergence of ideas within a group and differences related to the substance and purpose of tasks. It occurs because of variations in assessments and personal interpretations of the task and manifests when group members compare their perspectives and strive to achieve agreement (Boisard-Castelluccia & Chelly, 2006: 10). From this viewpoint, task conflict does not arise in regular tasks that workgroup members are familiar with but instead emerges in novel tasks that involve finding answers to unfamiliar obstacles.

According to Bayad, Naffakhi, and Schmitt (2007), task conflict, also known as concept conflict, arises from discrepancies in evaluations or perceptions of assigned tasks. This description also underscores the cognitive nature of this dimension, underscoring the significance of these variations as they give rise to novel concepts for resolving the challenges encountered by the workgroup. These ideas provide fresh viewpoints and understandings generated from the distinct experiences of each participant, enhancing these solutions.

According to Benraouane (2012), this form of conflict can arise when a person in a group tries to exert control by imposing their opinions on other members. It can also result from divergent viewpoints on the soundness of a concept or method for resolving a work-related issue, frequently stemming from a need for more organizational confidence.

According to Abdel Rasul and Al-Abidi, the definition of task conflict goes beyond differences in ideas and includes differences in procedures and methods of implementation. They explain that in task conflict, team members may be dissatisfied and disagree about various aspects of the task, such as the goals, decision-making areas, procedures, and opportunities for

execution (Abdel Rasul & Al-Abidi, 2009: 179). As defined by Al-Qutb and Al-Khashali (2008), task conflict refers to the dispute among group members on tasks. This includes disagreements about the nature and significance of the goals associated with these tasks, the key decision-making points, and the processes for carrying out these tasks. Nevertheless, several scholars distinguish between disparities in concepts and disparities in their implementation by utilizing decisions and processes resulting from them. This distinction includes process conflict, which will be further examined in the subsequent section.

Based on the descriptions provided earlier, task conflict can be characterized in practical terms as the disagreement of ideas and perspectives among group members over the stated plans and goals, the interpretation of relevant data, and the approaches to resolving difficulties that arise during their implementation.

### **Process Conflict**

This dimension serves as an expansion of task conflict, encompassing its practical execution. According to Benraouane (2012), process conflict refers to discrepancies in how tasks are carried out and circumstances are managed. The cause of this issue could be differences in the amount of work or the choice of work methods and approaches. This description highlights the distributional nature of tasks concerning their quantity, as group members may have differing opinions about the workload allocated to them, which they may view as being more than what their colleagues are assigned.

Furthermore, conflicts can arise from differing opinions on the execution and methods employed for these tasks, which corresponds to the definition given by Krewin and Doherty (2015). They define process conflict as disagreements concerning how tasks are accomplished within a group, often involving discussions about responsibilities and the assignment of tasks. In addition, Krewin and Doherty (2015) identify two more factors: the absence of well-defined duties and conflicts in the assignment of tasks. These essential characteristics lead to disagreement on execution methods since they introduce uncertainty in the allocation of tasks and the definition of each individual's responsibilities.

According to Al-Qutb and Al-Khashali (2008), process conflict refers to arguments among group members regarding the processes for group work, the distribution of essential resources for completing given tasks, and suitable ways of carrying out the job. In addition to the previous aspects, process conflict includes the feature of resource allocation that is essential for carrying out the task.

From the descriptions provided above, it is evident that disagreements can still occur despite having well-defined and precise work plans, referred to as process conflict. The operational definition of this phenomenon involves conflicts regarding the execution of plans and attainment of established workgroup goals, as well as disputes over the allocation of essential resources and discrepancies in the workload assigned to group members. These conflicts result in poor execution, failure to meet deadlines, and uncertainty regarding roles and responsibilities. These problems contribute to inadequate coordination, redundant tasks, and insufficient collaboration among team members.

### **Relationship Conflict**

Abdel Rasul and Al-Abidi define this aspect of organizational conflict as arising from a lack of personal agreement among team members, leading to tension, animosity, and discomfort

(Abdel Rasul & Al-Abidi, 2009: 179). In addition to the psychological elements of this dimension, such as tension, hostility, and discomfort, this description emphasises explicitly the absence of agreement and unity among team members, resulting in a sense of isolation, which is evident through feelings of stress, anger, and hostility. These feelings might manifest as personal conflicts and arguments inside the group (Al-Qutb & Al-Khashali, 2008: 229).

According to Boisard-Castelluccia and Chelly (2006), relationship conflict refers to conflicts within a group involving personal disagreements, frustrations, and arguments among group members. These conflicts generally arise from personal disputes or individual resentment. Some researchers ascribe this phenomenon to cognitive disparities that result in misreading communications, which might be experienced as personal censure. Frequently, this leads to individuals rejecting the opinions of others, perceiving them as personal animosity, mainly when the consequences include substantial loss or gain (Boisard-Castelluccia & Chelly, 2006: 11).

The cognitive difficulties that distort the information transmitted among team members arise from the diverse backgrounds, concepts, values, roles, beliefs, cultures, attitudes, views, needs, goals, expectations, and actions of team members (Mills & Schulz, 2009: 7). The presence of diverse perspectives inside a group can lead to variations in the interpretation of information and behaviours. If misunderstood, these differences might give rise to personal disputes unrelated to the tasks or procedures allocated to the group members.

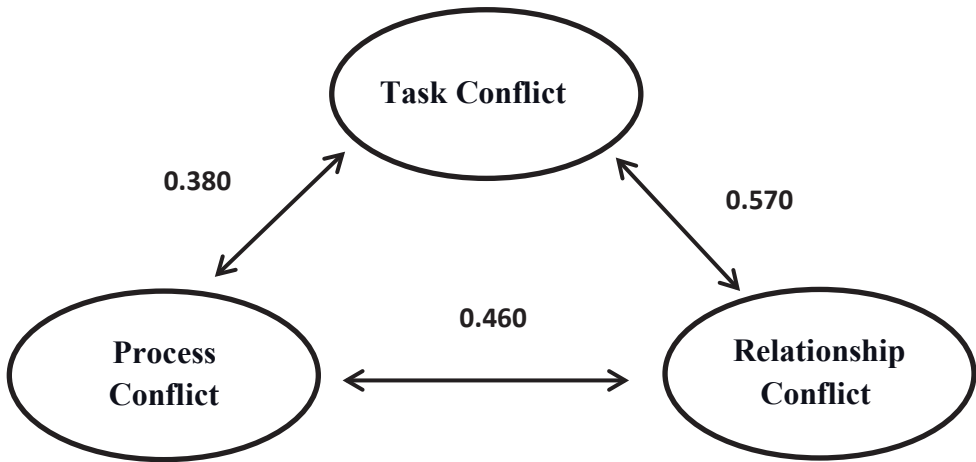
From the descriptions provided, it is clear that even when tasks and implementation processes are specified, personal differences can lead to conflicts among workgroup members, referred to as relational conflict. The operational definition refers to the cognitive inequalities that arise from individual and cultural differences among personnel in the same unit. These differences can contribute to tension because of discrepancies in interpreting communicative processes. This can lead to animosity and conflict or the adoption of detrimental habits, such as evasion and restricted communication, both of which disrupt work and negatively influence the attainment of established objectives.

## **The Relationship Between Dimensions of Organizational Conflict**

The relationship between the dimensions of organizational conflict is a critical area of study in understanding how conflicts manifest and interact within different sectors and organizational settings. Various studies have explored this relationship, focusing on how task, process, and relationship conflicts correlate with one another across different industries and cultural contexts. By analyzing these correlations, we can gain insights into how organizational structures, communication practices, and cultural differences influence conflict dynamics. This section synthesizes findings from multiple studies conducted in diverse sectors and countries, offering a comprehensive analysis of how these conflict dimensions are interrelated and their implications for organizational performance.

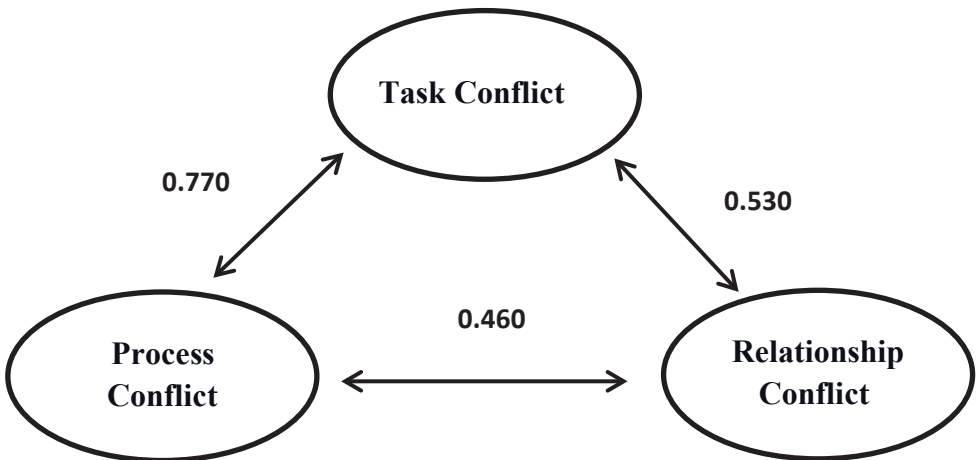
*Al-Qutb & Al-Khashali (2008):*

The study was carried out in Jordan and specifically examined the correlation between the qualities of organizational knowledge and conflict among members of a group. The sample comprised 228 individuals employed in the food industry sector. The figure depicts the correlation among the three characteristics of organizational conflict.



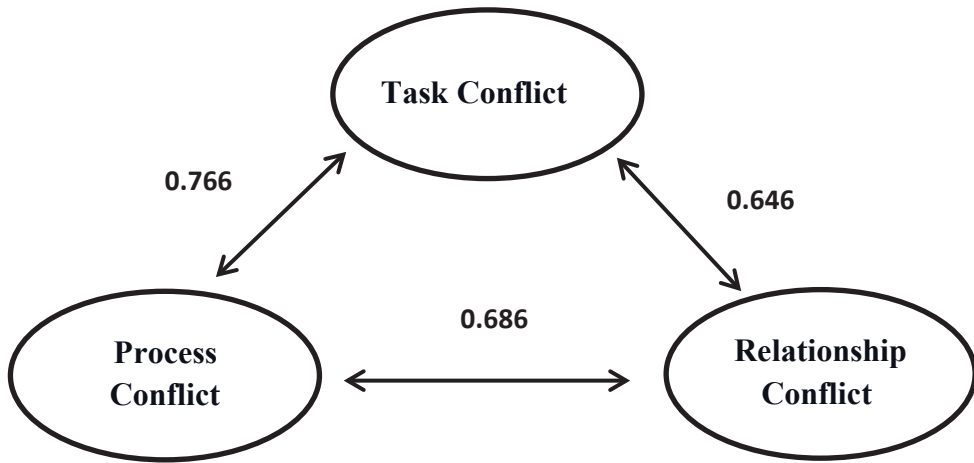
*Krewin & Doherty (2015):*

This study, conducted in Canada, investigated the current status of organizational conflict at the Canadian University of Sports. The sample consisted of 119 administrative personnel. The figure depicts the interconnection among the three dimensions of organizational conflict.



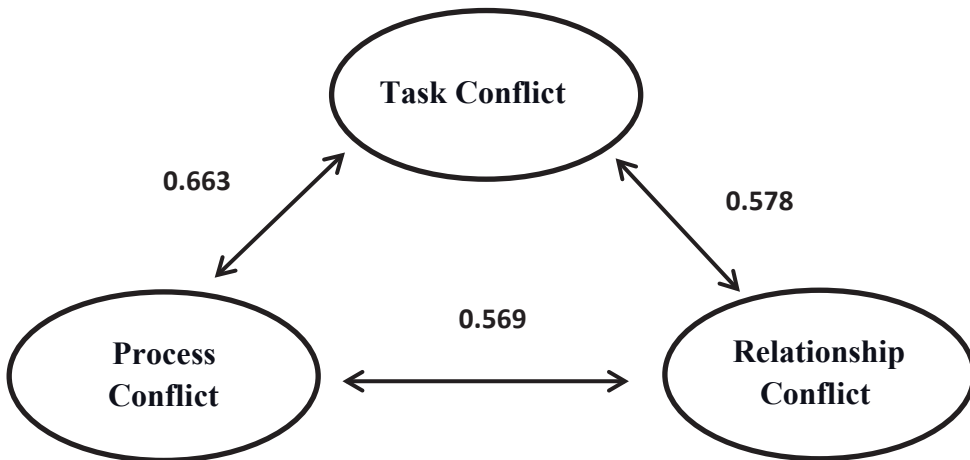
*Puck, Neyer, & Dennerlein (2010):*

The survey was undertaken in several nations, namely Brazil, Canada, China, Germany, Italy, Luxembourg, Singapore, Turkey, the United Kingdom, and the United States, in the year 2010. The study investigated the correlation between team diversity and organizational conflict, utilizing 114 employees from several sectors, including the public sector, banking, consulting, and production industries. The sample comprised 24 groups, each consisting of three to seven people. The figure depicts the interconnection among the three components of organizational conflict:



*Schilderman (2011):*

This research was carried out in the Netherlands to examine the influence of leadership style on performance, focusing on the mediating effect of organizational conflict. The sample comprised 30 people working in the services sector. The figure depicts the correlation among the three characteristics of organizational conflict.



### **Analysis of Research Investigating the Correlation Between Aspects of Organizational Conflict**

This section analyzes the findings from the four aforementioned studies. It categorizes the studies in Table 01 according to the nation, sample size, and employment sector of the persons involved. The studies are thereafter evaluated regarding the correlation between each set of dimensions.

**Table 1**, compiled by the researcher, presents a concise overview of the connections among the three elements of organizational conflict.

Study	Study 01	Study 02	Study 03	Study 04
<b>Researcher</b>	Al-Qutb & Al-Khashali	Krewin & Doherty	Puck, Neyer, & Dennerlein	Schilderman
<b>Country</b>	Jordan	Canada	Multiple countries	Netherlands
<b>Sample Size</b>	228	119	114	30
<b>Sector</b>	Industry	Administration	Multiple sectors	Services
<b>Dimensions</b>		<b>Correlation Coefficients Between Dimensions</b>		
<b>Task</b>	<b>Process</b>	0.380	0.770	0.766
<b>Process</b>	<b>Relationship</b>	0.460	0.460	0.686
<b>Relationship</b>	<b>Task</b>	0.570	0.530	0.646

Based on the data shown in Table 01, it is clear that the correlation coefficients differ among the research. As an illustration, the association between task conflict and process conflict varied significantly, with correlation coefficients ranging from 0.380 to 0.770. The industrial sector exhibited the lowest correlation, with a coefficient below the mean value of 0.645, although the correlations in other sectors approximated this average. The variation can be ascribed to the distinct allocation of tasks in the industrial sector, where top-level managers are accountable for generating ideas. At the same time, production workers concentrate on carrying out the duties given to them.

While disagreements may arise among those involved in planning, there is more consensus on the execution techniques. Conversely, production workers experience higher levels of process conflict, which arises from disagreements on job execution and the necessary resources. However, they tend to have lower levels of task conflict as generating ideas is separate from their duties. Conversely, in other industries, such as administration and services, there is a stronger association between these two dimensions because there is a substantial overlap in the duties involved. Individuals performing tasks are frequently engaged in meetings and strategic planning, depending on their ability to improvise, adapt to circumstances, and make judgments while simultaneously implementing them, as their work demands a high level of flexibility.

The correlation coefficients between process conflict and relationship conflict ranged from 0.460 to 0.686, with an average of 0.544. The correlation between the industrial and services sectors was 0.460, indicating a weak relationship. This might be ascribed to the fact that the food sector entails production chains that restrict direct interaction among workers, hence diminishing communication between them. Furthermore, there is a uniformity in educational background and geographical origin among the workers, as this job only necessitates extensive knowledge from those outside the city where the plant is often situated. On the other hand, the lower correlation in the administration sector, compared to the average, can be attributed to the

employees following strict regulatory frameworks from the bureaucratic system. This reduces the level of competition for resources and methods of execution, which in turn decreases the chances of this competition, resulting in negative relationships between employees. These negative relationships may have other causes related to culture or individual factors.

Nevertheless, in the services sector, the correlation exhibited a higher value of 0.569, surpassing the average correlation. This phenomenon can be elucidated by the fact that workers in this industry are frequently motivated by incentives tied to their productivity, which is directly impacted by their output. Workers endeavour to enhance their productivity by acquiring optimal resources and presenting efforts that align with their objectives. This might result in strained relationships owing to divergent viewpoints, typically perceived as interpersonal disputes.

The correlation was particularly robust among personnel in global firms, with a coefficient of 0.686. This can be attributed to notable cultural disparities and the intense competition for rewards linked to the optimal utilization of resources and equipment, all of which aim to attain predetermined objectives.

The correlation coefficients between relationship conflict and task conflict ranged from 0.530 to 0.646, with an average of 0.581. The administration sector exhibited the lowest correlation coefficient of 0.530, while the industrial sector had a slightly higher coefficient of 0.570. These industries exhibit a significant level of work specialization, where planning and execution are distinct, and only top-level management establishes objectives and devises solutions for issues encountered during implementation. This minimizes the probability of misinterpretations and interpersonal problems stemming from differences in planning and disagreements over established objectives. In the services sector, the correlation is similar to the average of the four studies, namely at 0.578.

Similarly, the correlation is 0.646 in the mixed sectors of multinational businesses. Both sectors exhibit decentralized organizational structures with a significant focus on individual initiative and competition, enabling all employees to participate actively in goal-setting and plan formulation. This exacerbates friction among them, as any dissent from one individual to another is construed as personal, resulting in strain in their relationship.

Regarding the average correlation coefficients for each sector, the industrial sector exhibited a correlation coefficient 0.470. In contrast, the services sector had a correlation coefficient of 0.587, indicating weaker average correlations in both sectors. This implies that sectors characterized by a strong hierarchy and bureaucracy, where there is a clear distinction between different roles and a separation between planning and implementation, tend to have less link between the three aspects of conflict. On the other hand, correlation rises when there is an increase in upward communication within the company and a greater degree of freedom in carrying out tasks. This leads to competitiveness, disagreements, and divergent interpretations of concepts, which are seen as personal disputes. The average correlations in the services sector and multinational enterprises were 0.603 and 0.699, respectively. Within these industries, the interplay of conflict dimensions is more pronounced due to cultural disparities and the varied personnel experiences. This accounts for the more significant correlation coefficients seen in comparison to other sectors.

## **Results Analysis and Discussion**

The findings presented in this article demonstrate that organizational conflict is a complex phenomenon influenced by multiple factors in diverse work settings. It is strongly influenced by the interpersonal dynamics among personnel, the specific tasks they are allocated, and the allocation of available resources.

The results revealed substantial variation in the correlation coefficients across the dimensions of organizational conflict, contingent upon the organizational setting and the sector in which the institution functioned. There was a relatively minimal link between task and process conflict in the industrial sector. This can be attributed to the clear division of duties between management and labour. Within this framework, work was distinguished by a clear demarcation between individuals involved in strategizing and those involved in implementation, minimizing the chances of disagreement over goal attainment. Workers concentrated on executing tasks, while management assumed the responsibility of planning.

In contrast, the association coefficients between the characteristics of conflict were more robust in sectors that exhibited more flexibility and task overlap, such as administration and services. Within these sectors, there was a higher level of interaction among persons, which led to a greater likelihood of differences arising over goals and the techniques used to achieve them. The overlapping of responsibilities led to the occurrence of process conflicts and personal relationship conflicts. This was because the likelihood of confrontations rose due to differing perspectives and ways of carrying out tasks.

Furthermore, the limited availability of resources significantly contributed to the intensification of organizational conflict, as indicated by the findings. In resource-constrained contexts, the competition among individuals or teams for these resources escalated, increasing disputes inside the organization. This phenomenon was especially noticeable in industries where rewards were tied to productivity or individual achievements. Each person would strive to obtain the most advantageous resources to accomplish their objectives in such cases. This resource competition frequently led to disagreements inside the workflow, which often developed into interpersonal conflicts.

The findings also emphasized the substantial influence of corporate culture and geographical location on the characteristics of organizational conflict. In multinational organizations, conflicts are often complicated by the diversity of cultural and geographical backgrounds. Cultural differences play a significant role in intensifying conflicts among individuals. The presence of diversity in this setting frequently resulted in complex conflicts that spanned across the three dimensions of organizational conflict. These conflicts could transition seamlessly from work-related disagreements or processes to personal issues.

In summary, the findings suggested that successfully managing organizational conflict necessitated a comprehensive comprehension of its multiple components. Institutions could effectively handle conflicts and achieve organizational goals by recognizing the significance of the organizational environment, resource scarcity, and organizational culture. This understanding allowed them to implement suitable methods that promoted individual collaboration. Conflict, when appropriately directed and controlled, might catalyze innovation and advancement inside the business rather than being inherently evil.

## Conclusion

To summarize, this essay has thoroughly explored the subject of organizational conflict, highlighting its crucial significance in shaping the functioning of work within organizations. While conflict may initially seem detrimental and something to be avoided, the evidence and research suggest that organizational conflict may be a beneficial factor if it is comprehended and handled effectively. Conflict is a fundamental aspect of the organizational environment, as discussed in this article. It arises from the interactions between individuals and organizations with different or opposing objectives in work settings that are frequently difficult.

An essential finding from this article is that organizational conflict does not necessarily hinder work; instead, it can catalyze change and growth. Viewing conflict as a chance to foster innovation and critical thinking can result in better organizational processes and increased efficiency. Task conflicts can lead teams to reevaluate their methods and plans, resulting in more innovative and effective outcomes.

However, effectively capitalizing on organizational conflict necessitates deliberate and considerate management. Leaders and managers in organizations need to possess the ability to recognize various forms of conflict, such as task conflict, process conflict, and interpersonal conflict, and comprehend the root causes behind them. Efficient conflict management entails identifying the root causes, comprehending the underlying forces that fuel it, and implementing customized ways to tackle it to reduce its adverse effects and amplify the beneficial ones. Conflict resolution approaches, such as negotiation and mediation, can achieve consensual solutions that align with organizational objectives while preserving interpersonal connections.

Moreover, the organizational environment and corporate culture substantially influence how conflict affects the organization. Organizations that possess open and flexible cultures, which actively promote communication and collaboration, tend to be more adept at effectively managing conflicts. In these contexts, conflict is perceived as an inherent aspect of progress and advancement, employed to enhance both individual and collective achievement. In contrast, businesses with inflexible hierarchies or a lack of openness may encounter persistent disagreements that destroy individual trust and damage team cohesion.

Moreover, the study emphasized that variables such as limited resources and cultural and geographical disparities substantially impact intensifying conflicts within organizations. In settings with global composition or limited resources, conflicts can rapidly evolve from mere differences in viewpoint to intricate arguments encompassing both personal and professional concerns. Hence, companies must be ready to tackle these issues by formulating policies and methods that improve individuals' capacity to collaborate efficiently, even when faced with substantial disparities.

To summarize, organizational disagreement poses both a difficulty and a chance for advancement. The challenge arises from the possibility of causing work disruptions if not managed correctly. In contrast, the opportunity arises from the potential to function as a vehicle for promoting innovation and growth inside the business. Hence, it is imperative for leaders and managers to possess a comprehensive understanding of the significance of conflict and to employ strategic methods to effectively handle it, ensuring a harmonious balance between attaining organizational objectives and fostering positive and healthy relationships among individuals. Through this approach, organizations can convert conflict from a potential hindrance into a catalyst for resilience, propelling them towards long-term success and ongoing expansion.

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