



The Impact of Conflict Management Styles on Organizational Performance: A Comparative Analysis

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Abstract

Objectives: This study aims to identify the styles of conflict management in public and private enterprises in Kosovo, measure their impacts on organizational performance, and thus fill the gap that exists between the applied style and the one that has the most impact on performance. **Methods:** The study used the quantitative method to answer the research questions. The study participants included 100 public and 100 private sector managers. **Findings:** In the private sector, the most commonly used style is compromise, while the avoidance style is the least adopted. In the public sector, managers use the dominating style for conflict management while using the obliging style the least. According to the OLS model, the obligating style explains organizational performance in the private sector, while organizational performance is explained more by the compromising style in the public sector. **Novelty/improvement:** This research contributes to an in-depth understanding of the association of organizational performance with conflict management styles in the private and public sectors of Kosovo. It shows through a comparative approach that organizational performance improves drastically by selecting the appropriate style of conflict management.

Keywords:

Conflict Management Styles;
Organizational Performance;
Private Sector;
Public Sector.

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1- Introduction

Conflict is one of the most unpredictable outcomes when people work in groups [1] and is an inevitable part of organizational life, as the goals of stakeholders can differ or be incompatible [2, 3]. In any organization, managers devote a lot of time to resolving conflicts and their consequences. Poor conflict management can lead to the incorrect distribution of energy within the workforce and communication errors, which can result in missed opportunities if left unresolved [1]. Thus, conflict situations have an impact on the overall effectiveness of organizations by disrupting harmony between participants in the organization, which then results in a negative impact on the organizational performance [3]. Failure to control conflicts would hinder the achievement of organizational goals. In conflict situations, individual or group reactions can range from work sabotage, reduced work intensity, overload, and lack of cooperation of irritated workers who are uncommitted to work, unmotivated, and unproductive. Accordingly, such situations hinder and negatively affect organizational performance [4].

Given that conflict is a rather complex process, which can have both constructive and destructive effects depending on the treatment [5], positive conflict management can influence the creation of new ideas and bring creativity and innovative approaches. It can also contribute to increased employee commitment, strengthened relations between the parties, increased organizational performance [6], and the development and generation of comfortable and safe climates in organizations [7]. However, if conflicts are not properly managed, they affect both work and staff performance. They can reduce efficiency, cause employee stress, and have other negative effects on an organization's productivity [8]. Therefore, the consequences of conflict management may necessitate their resolution as soon as they occur [3].

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Individuals have different approaches to phenomena because of their interests, views, and personalities, leading to conflicts within the organization, which are both inevitable and unpredictable. Improper management of these conflicts would lead to a productivity decline at work. However, if managers use adequate conflict management styles, it will positively affect job satisfaction and increase organizational performance. Creating barriers, lack of resources, improper communication, unclear regulations, fear, or use of power result in such conflicts within the organization [9], which should be promptly addressed to increase organizational loyalty and cooperation [10]. The level of communication determines the complexity of the conflict style presentations. These styles have a different impact across the organization depending on the mode of their communication [11]. Given our understanding of the central role of conflict management in the organizational performance of any enterprise, this study aims at identifying the different conflict management styles adopted in public and private businesses in Kosovo. The main objective is to measure the impact of the conflict management styles in Kosovo. In this way, the study fills a gap in our knowledge about how conflict management and organizational performance are related in Kosovo.

This research contributes to a deeper understanding of the relationship between organizational performance and conflict management styles in the private and public sectors of Kosovo. Demonstrating the impact of conflict management on organizational performance will clarify how managers should handle conflicts in their organizations. The study shows through a comparative approach that organizational performance can drastically improve by selecting the appropriate conflict management style. Choosing the way of conflict management and following suitable styles for conflict situations will facilitate their management. All of this indicates that implementing research recommendations will help managers achieve better organizational performance.

2- Literature Review

There have been various definitions for conflict by different authors. Conflict is considered a process manifested by disagreement among social groups as a result of the use of limited organizational resources. Thus, the presence of conflicts in the organization is a natural phenomenon that can be present in any environment where people interact with each other [12-15]. Hence, conflicts are considered events resulting from problems among individuals or groups within an organization because of working together, manifested by the disturbance or interruption of normal activities [7] due to different opinions, values, and feelings between individuals or organizations [16, 17]. Conflict management is a process that includes recognizing the conflict and its intensity, assessing the effects, and determining the appropriate methods for the intervention and monitoring of the results [7]. Likewise, conflict management involves the development of effective strategies to minimize the non-functioning of the conflict, improve the constructive functions, and optimize organizational effectiveness. Accordingly, conflict management means reducing the likelihood of unproductive escalation and end the conflict, i.e., it is the method that organizations and individuals use to deal with complaints and disputes while trying to find a middle ground for resolving the conflict and to work towards consensus in decision-making. Therefore, one of the most used methods in conflict management, also used in this research, is the Rahim Model, according to the scale known as *Rahim Organizational Conflict Inventory-II* or the *ROCH II* [18].

Rahim's Model, also known as the model of dual concern, represents concerns for oneself and others as well (see Figure 1).

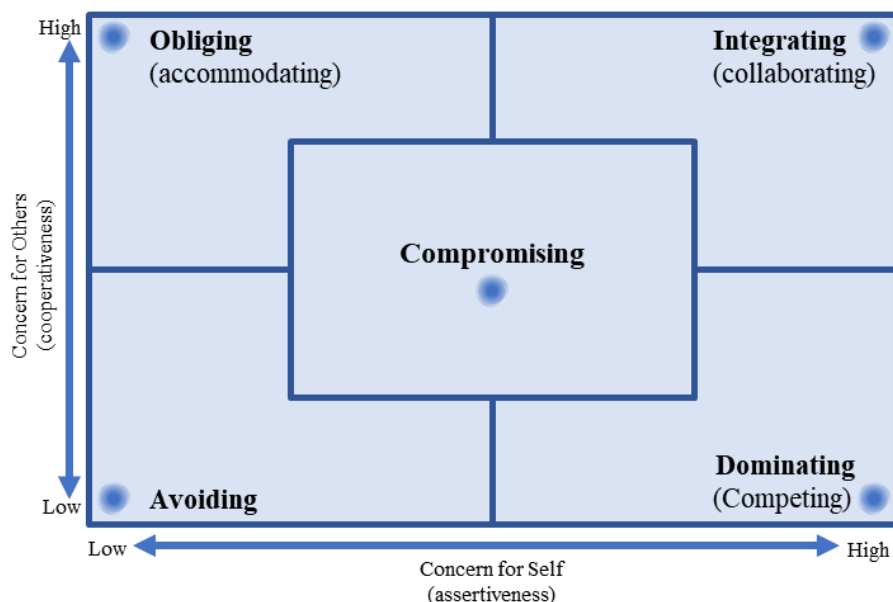


Figure 1. The Dual Concern Model [18]

According to *Rahim's Model* (Figure 1), avoidance accords with low concern for oneself and others. Compulsion or accommodation is a low level of concern for oneself but high for others. The opposite of coercion is dominance, previously called competition, which presents a high level of concern for oneself but low for others. Integration means worrying about oneself and others and is considered a middle ground with a moderate degree of concern for oneself and the other, which manifests itself in conflict resolution. These styles look different and have a different impact on others depending on the way of their communication [19, 20]. Thus, the styles that people use in conflict and their preferences develop over individual careers based on personal characteristics, life experience, and family background [21].

Integrating: This style includes a high concern for oneself and the others and is also described as the style of problem-solving, cooperation, solution orientation, and winner - winner. It involves active cooperation between the parties to achieve a satisfactory solution for both parties [16]. The parties to the conflict do not easily give up their positions but are also concerned about the wishes of others, thus giving rise to innovative ideas by finding solutions to conflicts. This style uses collaboration in the continuation of work which creates closeness and trust between the parties. In this style of conflict management, the parties to the conflict are required to have mutual respect and trust [22].

Obliging: This style expresses low concern for oneself and great concern for others. It is also known as the style of accommodation, non-confrontation, surrender, or loser-winner. This style is an attempt to minimize common differences and satisfy the other party; thus, it is an element of self-sacrifice and obedience to the orders of another person [16]. The obliging style of conflict management means neglecting self-concerns by prioritizing the concerns of others. Individuals with obliging style traits have a desire for recognition and support from others, expressing their desires indirectly [22].

Dominating: This style, also known as also called controlling, competitive, winner-loser, or zero-sum, presents a high concern for oneself and low for the other. People with a dominant style do everything to achieve their goal and ignore the needs of the other party; thus, dominant individuals intend to be winners at all costs and impose their will on subordinates using the power given to them by position [16]. This style focuses on individual needs and goals, leaving others aside. This strategy seeks to increase influence through open conflict; thus, the use of authority in such situations where the other parties to the conflict are forced to leave may result in irritations or frustrations. Using this style temporarily removes or reduces conflicts, creating power from the side that has the most arguments. The use of this style of conflict management by the supervisor leads to stability in employees because they are informed, while there is constant decision-making [22]. The dominating style is an inflexible and violent approach, in which attitudes lead to aggressive competition and influence the escalation of conflict. With this style, we can manage urgent situations which have to deal with insignificant problems [23].

Avoiding: This style, also called ignorance style, presents a low concern for oneself, indicating the public refusal to admit that there is any conflict that requires to be addressed [16]. It is a strategy used when concerns and conflicts are ignored by not addressing the problem at all. The characteristic of this strategy is the non-acceptance that any attempt to discuss or oppose the other party is desperate and pointless. Individuals who use the avoiding style show low concern for individual needs and desires, although deliberately leaving the situation can lead to disagreement. This style can bring about hostile and stressful work environments [24].

Compromising: This style poses a moderate concern for oneself and the other. In this style, both parties give up something to make a mutually acceptable decision. A person with such a style gives up more than a dominant person. Thus, it deals with issues directly but does not explore the problem as deeply as an integrative person [16]. It is a strategy that involves trying to partially satisfy the two parties involved in the conflict. The parties to the conflict acknowledge that they must be willing to sacrifice individual needs and desires by giving priority to others in some cases. Hence, they tend to find a common solution [22].

Considering that conflict is inevitable in the organization, the way it is managed determines whether the effect will be positive or negative on organizational performance. Prompt identification of the conflict and immediate explanation before it gets out of control is important for effective conflict management in the workplace [25]. Strategies used to manage conflict are behavioral methods used in conflict resolution [26] and chosen according to the relative importance of concern for oneself than for the other.

The analysis of the existing personnel management systems has shown that it is possible to resolve many conflict situations, where their resolution is very important and necessary to improve the efficiency of enterprises in the long run. The consequences of conflicts have far-reaching effects, create dissatisfaction among people, disrupt the organization of teamwork, affect the deterioration of the psychological and moral climate of the team, enable staff turnover, reduce organizational productivity and performance, or may even affect the degradation of the organization as a whole. Conflicts should, therefore, be handled with care, and all this is achieved by identifying the causes of conflicts, taking precautions to prevent and eliminate conflicts, and improving the quality of conflict management [27, 28].

3- Research Methodology

The quantitative method was used for the study to answer the research questions. The study participants included 100 public and 100 private sector managers. The questionnaire was structured and divided into four sections. The first section consisted of managers' demographic questions (such as gender, age, level of education, and sector of work). The second section included the identification of conflict management style based on Jay Hall's Management Conflict Management Survey [29, 30]. This section presents 12 situations, each containing five different ways of handling conflict, corresponding to behaviors according to conflict management styles, coded as I. Integrating style, II. Compromising, III. Dominating, IV. Obliging, and V. Avoiding style of conflict management.

Respondents in each situation scored the appropriate answer, giving weight to the treatment from 0 to 10, not exceeding 10 points for each situation. Given that each situation described in conflict management styles has 10 points, the accumulated points of all situations reach a maximum of 120 points. Thus, the treated conflict management styles can have 0 to 120 points depending on the weight given by the respondents. The style that scores the highest defines the dominant style used in conflict management.

The third section was based on the dual-concern model, which includes a 15-item scale from Rahim Organizational Conflict Inventory-II (ROCI-II) [18], according to the Likert Scale, ranging from 1 (strongly disagree) to 5 (strongly agree). This model was used to measure the impact of conflict management styles on organizational performance.

The fourth section was designed to measure organizational performance, based on the Performance Prism (PP) model [31], according to 5 performance perspectives: satisfaction of stakeholders, strategies, processes, resources, and contribution of stakeholders. This section includes 5 items according to the Likert Scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Data processing was conducted using Statistical Package for the Social Sciences.

Figure 2 presents the research methodology in a flowchart in five stages, where the first through the fifth stages identify the research problem, the review of relevant literature, the research methodology, the results and discussions, and the conclusions and recommendations of the study, respectively.

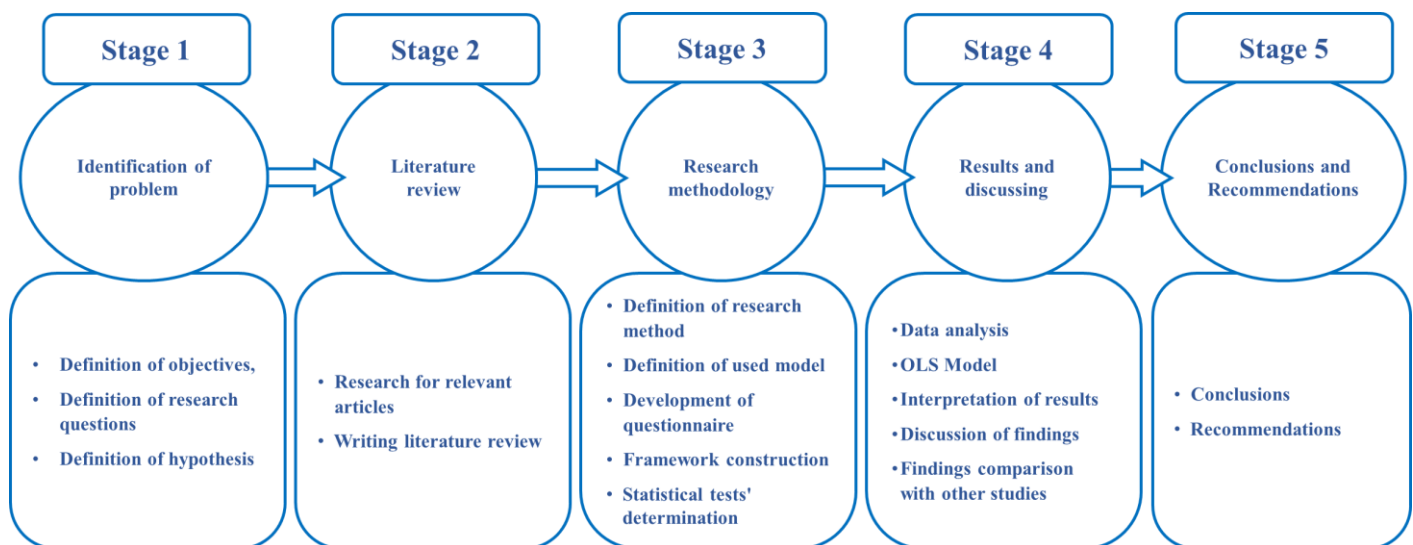


Figure 2. Flowchart of research

This paper presented the following objectives and hypotheses:

Objective 1: To identify the style used in conflict management in public and private sectors in Kosovo.

Objective 2: To measure the impact of conflict management styles on organizational performance in private and public sectors in Kosovo.

H₁: The effect of conflict management styles on organizational performance is statistically significant in private sector.

H₂: that the effect of conflict management styles on organizational performance is statistically significant in public sector.

Definition of variables: Independent variables are: integrating (I), compromising (C), dominating (D), obliging (O), and avoiding (A), and dependent variable is organizational performance (OP).

Figure 3 presents the relationships between the variables:

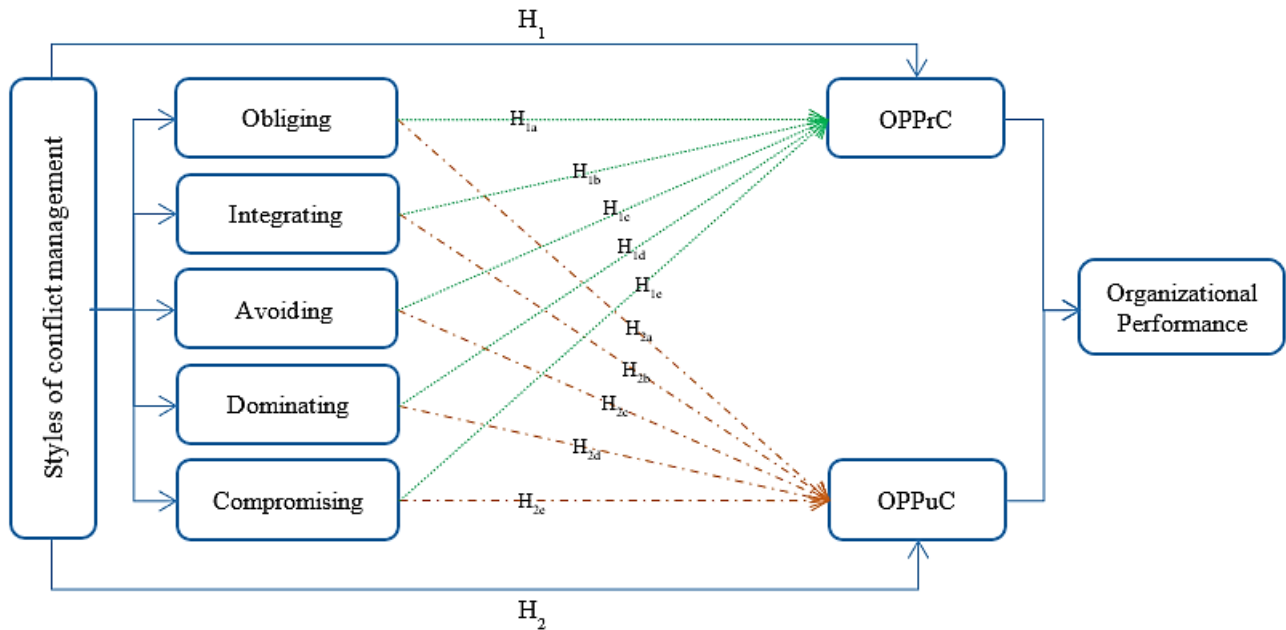


Figure 3. Framework of research

Various tests were used to present the research results. The Kolmogorov-Smirnov test was used for the normality test, an important condition that must be met to make a correlation and regression. Considering $p = .200 < .05$, we have normal data distribution. The normality test was performed according to the following equation:

$$D = \max_{1 \leq i \leq N} \left(F(Y_i) - \frac{i-1}{N}, \frac{i}{N} - F(Y_i) \right) \quad (1)$$

The standardized covariance, also known as the correlation coefficient, is determined by Equation 2, where S_x and S_y represent the standard deviation of the first and second variables, respectively. In the case when the correlation coefficient is +1, the dependent and independent variables are positively correlated perfectly; thus, the variables are in direct proportion to each other. The coefficient -1 shows perfect negative relations, which means that the dependent and independent variables are in inverse proportion, where the increase of one means the decrease of the other [32].

$$r = \frac{cov_{xy}}{s_x s_y} = \frac{\sum (x_i - \bar{x})(y_i - \bar{y})}{(N-1) s_x s_y} \quad (2)$$

The bivariate regression model was used to measure the impact of independent variables (I, C, O, D, A) on the dependent variable (OP). The model represents a deterministic relationship, where the value of Y is determined by the value of X [33]. The OLS model is calculated according to the following equation:

$$Y = (\beta_0 + \beta_1 X_1) + \varepsilon \quad (3)$$

where, Y is dependent variable, X is independent variable, β_0 is intercept of the line, β_1 is slope of the line, and ε is error term.

In statistical models, the main parameter is R-square, indicating the extent to which the model fits between the dependent and independent variables. Thus, R-square represents what effect the independent variable(s) may have on the variance of the dependent variable. This can take the value from 0 to 1, where 0 means that the independent variable (t) does not affect the dependent variance, whereas the value 1 means that the independent variable (t) affects the entire dependent variable [34]. R-square is calculated according to the following equation:

$$R^2 = \frac{RSS}{TSS}, \text{ or } R^2 = 1 - \frac{ESS}{TSS} \quad (4)$$

To evaluate the entire model, we use the F-test, which shows whether the independent variable(s) affect the dependent variable significantly. When the value of the F-test is 0, there is no significant impact, and the higher the value of the F-test, the impact is more pronounced [35]. The equation of the F-test is:

$$F = \frac{\frac{RSS}{k}}{\frac{ESS}{(n-k-1)}} \quad (5)$$

The T-test compares the non-standardized regression in relation to a predicted zero value. Therefore, the higher the value of T, the higher the chance of having a statistically significant relationship [34]. The value of the t-test was calculated based on the following formula:

$$t = \frac{b}{SE_b} \quad (6)$$

where, b is Coefficient estimate, and SE_b is standard error of the coefficient estimate.

4- Results

Of the 200 public and private sector managers included in the survey 35% ($n = 70$) were female and 65% ($n = 130$) male. The age distribution of managers was different, with 8% ($n = 16$) of managers belonging to the age group 26-33 years old, 34% ($n = 68$) 34 - 41 years old, 39.5% ($n = 79$) 42 - 49 years old, and 18.5% ($n = 37$) over 50 years old. Regarding the level of education, 33.5% ($n = 67$) of the surveyed managers had a bachelor's degree, 59% ($n = 118$) a master's degree, and 7.5% ($n = 37$) a PhD (Table 1).

Table 1. Respondent Characteristics (N=200)

		N	Percent (%)
Gender	Female	70	35
	Male	130	65
Age	18 - 25 years old	-	-
	26 - 33 years old	16	8.0
	34 - 41 years old	68	34.0
	42 - 49 years old	79	39.5
	Over 50 years old	37	18.5
Level of education	Bachelor	67	33.5
	Master	118	59.0
	PhD	15	7.5
The sector where you work is:	Public	100	50
	Private	100	50

4-1- Objective 1: To identify the style used in conflict management in public and private sectors in Kosovo

Table 2 shows the scoring form for the private sector, where columns A to E represent 12 integrating style situations, the compromising style, the dominating style, the obliging style, and the avoiding style of conflict management, respectively. According to the model used to identify the conflict management style, the maximum distribution of points in a horizontal line situation should not exceed a total of 10 and the sum of 12 vertical line situations should not exceed a total of 120.

Table 2. Scoring form for the private sector

S	A	B	C	D	E	Total
1	3.50	3.18	0.67	1.92	0.74	10.00
2	2.40	2.57	1.86	1.83	1.33	10.00
3	2.18	2.51	2.07	1.55	1.69	10.00
4	2.73	2.50	1.83	1.21	1.73	10.00
5	2.40	2.79	1.83	1.30	1.68	10.00
6	1.39	2.79	1.85	2.22	1.74	10.00
7	1.79	2.31	2.50	1.49	1.92	10.00
8	1.67	2.08	1.96	2.04	2.25	10.00
9	2.47	2.33	2.36	1.64	1.19	10.00
10	1.82	1.44	1.78	3.58	1.38	10.00
11	1.51	2.74	2.01	2.61	1.13	10.00
12	2.01	1.88	2.50	2.08	1.53	10.00
Total	25.89	29.12	23.23	23.47	18.30	120.00

Note: A = Integrating; B = Compromising; C = Dominating; D = Obliging;
E = Avoiding

Each column represents the average of points from 100 surveyed private sector managers, giving different weights to situations, maintaining a total of 10 in each situation.

The points obtained out of a total of 120 for each column were as follows: A=25.89, B=29.12, C=23.23, D=23.47, and E=18.30.

Table 3 shows the scoring form for the public sector, where columns A to E represent 12 integrating style situations, the compromising style, the dominating style, the obliging style, and the avoiding style of conflict management, respectively. According to the model used to identify the conflict management style, the maximum distribution of points in a horizontal line situation should not exceed a total of 10, and the sum of 12 vertical line situations should not exceed a total of 120.

Table 3. Scoring form for the public sector

S	A	B	C	D	E	Total
1	1.78	0.77	2.78	1.27	3.39	10.00
2	2.27	1.43	2.95	1.63	1.73	10.00
3	2.12	2.12	2.18	1.87	1.71	10.00
4	2.16	2.45	1.88	1.62	1.89	10.00
5	1.36	3.04	1.66	2.43	1.52	10.00
6	1.36	3.04	1.66	2.43	1.52	10.00
7	1.73	2.23	2.51	1.63	1.90	10.00
8	2.23	2.05	2.29	1.02	2.41	10.00
9	2.23	2.05	2.29	1.02	2.41	10.00
10	1.17	1.76	2.63	1.61	2.83	10.00
11	1.48	1.89	2.05	1.90	2.68	10.00
12	1.50	1.55	2.42	1.87	2.66	10.00
Total	21.39	24.38	27.29	20.29	26.65	120.00

Note: A = Integrating; B = Compromising; C = Dominating; D = Obliging; E = Avoiding

Each column represents the average of points from 100 surveyed public sector managers, giving different weights to situations, maintaining a total of 10 in each situation.

The points obtained out of a total of 120 for each column were as follows: A = 21.39, B = 24.38, C = 27.29, D = 20.29, and E = 26.65.

Table 4 presents the conflict management styles by sectors, indicating the categorization according to the accumulated points, from the highest to the lowest.

Table 4. Conflict management styles by sectors

Style of Conflict Management - Kosovo		Style of Conflict Management Private Sector		Style of Conflict Management Public Sector	
Compromising (C)	26.08	Compromising	29.12	Dominating	27.29
Dominating (D)	25.83	Integrating	25.89	Avoiding	26.65
Avoiding (A)	23.65	Obliging	23.47	Compromising	24.38
Integrating (I)	23.01	Dominating	23.23	Integrating	21.39
Obliging (O)	21.43	Avoiding	18.30	Obliging	20.29

According to the results, in Kosovo, the most used style of conflict management was compromising, given the highest weight in the distribution of 10 points in situations, while the least used style was obliging. However, a comparison of the sectors shows comprising as the most used style in the private sector with 29.12 points in total, and the least applied style in this sector was the avoidance style of conflict management. However, the public sector had opposite results, where the most used style was dominating with 27.29 points, and the least applied style by public sector managers was the obliging style of conflict management.

Figure 4 presents the comparison between sectors for conflict management style, according to the points of the five styles addressed in the paper.

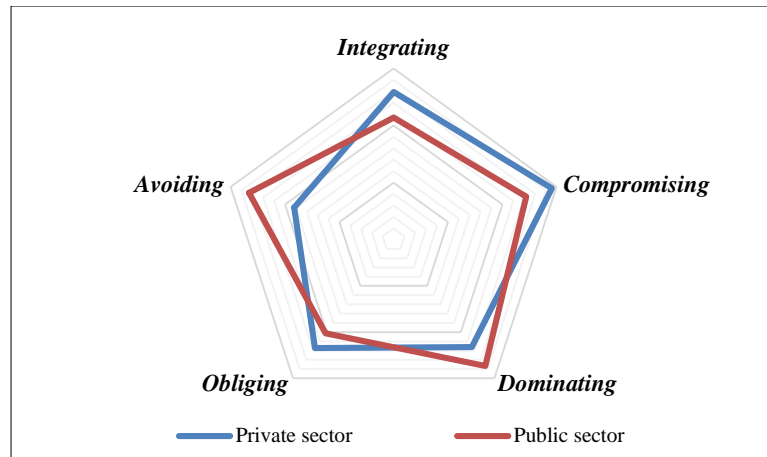


Figure 4. Conflict management styles by sectors

Referring to Figure 5, 24.26% of the surveyed private sector managers had a compromising style of conflict management, and 20.31% of the public sector managers. According to statistics, private sector managers tend to show moderate concerns about their goals and their relationships with others, making compromises and resolving conflict where both parties are winners. Therefore, private sector managers as opposed to public ones, sacrifice part of their goals and relationships with others for an agreement, which is in the best interest of both parties.

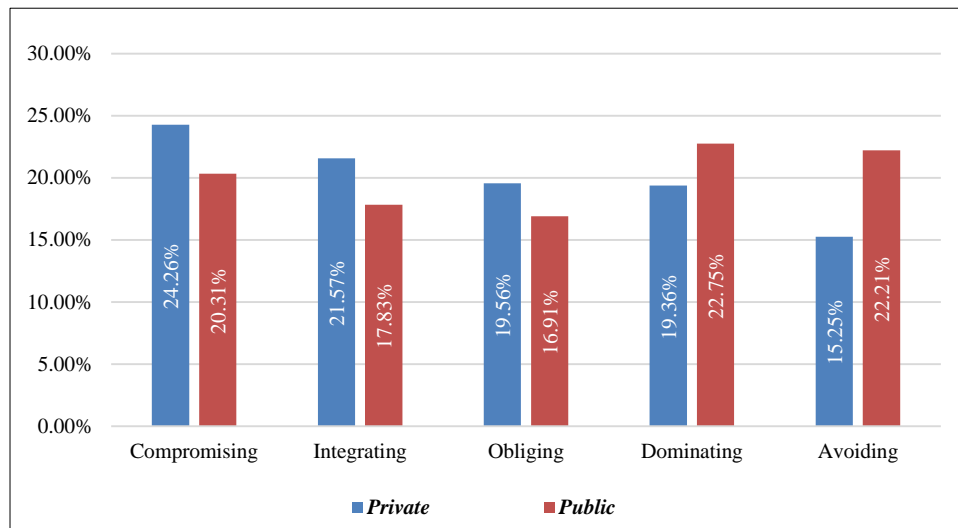


Figure 5. Comparison of conflict management styles by business ownership

The integrative style of conflict management is in favour of the private sector. According to Figure 5, 21.57% of private-sector managers use the integrating style for conflict resolution, while public-sector managers use this study by 17.83%. Thus, the leaders of the private sector, compared to the public ones, see the conflict more as a solvable problem and believe that conflict management contributes to the improvement of relations by reducing tensions between the two parties. These managers try to find a solution that helps achieve their goals and those of the other individuals.

Even in the obliging style, 19.56% of private-sector managers have the obliging style for conflict management compared to 16.91% of the public-sector managers. According to the results, the relationship between the parties is more important for the private than public-sector managers, emphasizing conflict avoidance without damaging the relationships to maintain harmony between individuals.

In the dominating style, the public and private sectors have 22.75% and 19.36% of the application from managers, respectively. Thus, public sector managers tend to support others by forcing them to accept solutions, making relationships between individuals less important, and not expressing concerns for others' needs compared to private sector managers. In other words, they try to resolve conflicts through fear.

Even in the avoiding style, the public sector has a higher application rate than the private sector. Therefore, managers in the public sector are more likely to avoid conflict than the private sector. In other words, they see withdrawing from a conflict as an easier solution than coping with it.

4-2- Objective 2: To Measure the Impact of Conflict Management Styles on Organizational Performance in Private and Public Sectors in Kosovo

4-2-1- H₁ Verification

Since the data distribution is important for normality to use the Pearson correlation and the OLS model, the Kolmogorov-Smirnov test was performed. Considering $p = 0.200 > 0.05$, the data distribution is normal, satisfying the condition for the realization of these tests. The Durbin Watson coefficient was used to test the autocorrelation, according to which the coefficient values in all cases were between 1.5 and 2.5, indicating no autocorrelation in the model.

The Alpha model (Cronbach Alpha Coefficient) was used to measure reliability and investigate whether the questions that were part of the measurement showed homogeneous structure in general. Given that $0.80 \leq \alpha \leq 1.00$, the meter had a high degree of reliability in all variables. Table 5 presents the Pearson correlation analysis for the private sector, a statistical method used to measure the degree of direct relationship of two continuous variables. The purpose of the correlation analysis is to look at the direction that the dependent variable takes when the independent variables change. The value of the correlation coefficient, $r = 0.508$ and $p = 0.000 < .01$, indicates a moderate positive correlation between integrating style (I) and organizational performance (OP); $r = 0.757$ and $p = 0.000 < 0.01$ a strong positive correlation between compromising style (C) and operational performance (OP); $r = 0.764$ and $p = 0.000 < 0.01$, a strong positive correlation between obliging style (O) and operational performance (OP); $r = 0.632$ and $p = 0.000 < 0.01$ a moderate positive correlation between dominating style (D) and operational performance (OP); $r = 0.694$ and $p = 0.000 < 0.01$ a moderate positive correlation between avoiding style (A) and operational performance (OP). Thus, as one variable increases, the other increases by a proportionate amount.

Table 5. Correlation matrix for the private sector

	α	I	C	O	D	A	P
I	0.912	1					
C	0.927	0.568**	1				
O	0.981	0.420**	0.831**	1			
D	0.902	0.664**	0.854**	0.783**	1		
A	0.990	0.350**	0.673**	0.809**	0.673**	1	
OP	0.933	0.508**	0.757**	0.764**	0.632**	0.694**	1

** Correlation is significant at the 0.01 level (2-tailed).

Note: I = Integrating; C = Compromising; O = Obliging; D = Dominating; A = Avoiding

Table 6 shows the OLS model for the private sector. Based on the value of R^2 (expressed as r-square) = 0.258 ($\beta = 0.864$; $t = 5.841$; Sig < 0.05), the dominating style explains 25.8% of the variance in organizational performance. Based on $F(1, 98) = 34.122$ and sig = 0.000, the model used is significant at each level; $R^2 = 0.574$ ($\beta = 0.955$ $t = 11.484$; Sig < 0.05) means that the compromising style explains 57.4% of the variance in organizational performance. Based on $F(1, 98) = 131.883$ and sig = .000, the model used is significant at each level; $R^2 = 0.584$ ($\beta = .917$; $t = 11.736$; Sig < 0.05) means that the obliging style explains 58.4% of the variance in organizational performance. Based on $F(1, 98) = 137.730$ and sig = 0.000, the model used is significant at each level; $R^2 = 0.400$ ($\beta = 1.180$; $t = 8.081$; Sig < 0.05) means that the integrating style explains 40% of the variance in organizational performance. Based on $F(1, 98) = 65.296$ and sig = .000, the model used is significant at each level; $R^2 = 0.482$ ($\beta = 1.013$; $t = 9.551$; Sig < 0.05) means that the avoiding style explains 48.2% of the variance in organizational performance. Based on $F(1, 98) = 91.229$ and sig = 0.000, the model used is significant at each level.

Table 6. OLS model for the private sector

	β	R	R Square	Adjusted R Square	t	F	Sig.	Durbin Watson
I	1.180	0.632	0.400	0.394	8.081	65.296	0.000	2.059
C	0.955	0.757	0.574	0.569	11.484	131.883	0.000	2.169
O	0.917	0.764	0.584	0.580	11.736	137.730	0.000	2.149
D	0.864	0.508	0.258	0.251	5.841	34.122	0.000	1.967
A	1.013	0.694	0.482	0.477	9.551	91.229	0.000	2.124

Note: I = Integrating; C = Compromising; O = Obliging; D = Dominating; A = Avoiding.

The OLS model showed statistically significant correlations, indicating the effect of conflict management styles (Integrating, Compromising, Obliging, Dominating, Avoiding) on the organizational performance of the private sector and confirming H₁.

4-2-2- H₂ Verification

Table 7 presents the Pearson correlation analysis for the public sector, a statistical method used to measure the degree of direct relationship of two continuous variables. The value of the correlation coefficient, $r = 0.438$ and $p = 0.000 < 0.01$ indicates a weak positive correlation between integrating style (I) and organizational performance (OP); $r = 0.698$ and $p = 0.000 < 0.01$ a moderate positive correlation between compromising style (C) and operational performance (OP); $r = 0.706$ and $p = 0.000 < 0.01$ a strong positive correlation between obliging style (O) and operational performance (OP); $r = 0.602$ and $p = 0.000 < 0.01$ a moderate positive correlation between dominating style (D) and operational performance (OP); $r = 0.711$ and $p = 0.000 < 0.01$ a strong positive correlation between avoiding style (A) and operational performance (OP). Thus, as one variable increases, the other increases by a proportionate amount.

Table 7. Correlation matrix for the public sector

	α	I	C	O	D	A	P
I	0.900	1					
C	0.879	0.467**	1				
O	0.911	0.360**	0.790**	1			
D	0.926	0.613**	0.842**	0.762**	1		
A	0.961	0.375**	0.691**	0.819**	0.701**	1	
P	0.939	0.438**	0.698**	0.706**	0.602**	0.711**	1

** Correlation is significant at the 0.01 level (2-tailed).

Note: I = Integrating; C = Compromising; O = Obliging; D = Dominating; A = Avoiding

Table 8 shows the OLS model for the public sector, according to which the value of $R^2 = 0.192$ ($\beta = 0.438$; $t = 4.830$; Sig < 0.05) means that the avoiding style explains 19.2% of the variance in organizational performance. Based on $F(1, 98) = 23.328$ and sig = 0.000, the model used is significant at each level; $R^2 = 0.487$ ($\beta = 0.794$; $t = 9.648$; Sig < 0.05) means that the integrating style explains 48.7% of the variance in organizational performance. Based on $F(1, 98) = 93.076$ and sig = 0.000, the model used is significant at each level; $R^2 = 0.499$ ($\beta = 0.780$; $t = 9.871$; Sig < 0.05) means that the obliging style explains 49.9% of the variance in organizational performance. Based on $F(1, 98) = 97.435$ and sig = 0.000, the model used is significant at each level; $R^2 = 0.363$ ($\beta = 0.602$; $t = 7.469$; Sig < 0.05) means that the style dominating explains 36.3% of the variance in organizational performance. Based on $F(1, 98) = 55.781$ and sig = 0.000, the model used is significant at each level; $R^2 = 0.506$ ($\beta = 0.820$; $t = 10.019$; Sig < 0.05) means that the compromising style explains 50.6% of the variance in organizational performance. Based on $F(1, 98) = 100.379$ and sig = 0.000, the model used is significant at each level.

Table 8. OLS model for the public sector

	β	R	R Square	Adjusted R Square	t	F	Sig.	Durbin Watson
I	0.794	0.698	0.487	0.482	9.648	93.076	0.000	2.014
C	0.820	0.711	0.506	0.501	10.019	100.379	0.000	2.076
O	0.780	0.706	0.499	0.493	9.871	97.435	0.000	1.989
D	0.990	0.602	0.363	0.356	7.469	55.781	0.000	1.917
A	0.438	0.438	0.192	0.184	4.830	23.328	0.000	2.257

Note: I = Integrating; C = Compromising; O = Obliging; D = Dominating; A = Avoiding

5- Discussion

Based on Pearson's correlation and regression analysis, the results of this research show that conflict management styles have a positive correlation with organizational performance, with small differences in the coefficient between styles and organizational performance. Mughal and Kahn (2013) indicated that the negotiation strategy had a high positive correlation with organizational performance, whereas the dominating and avoiding style showed a negative effect on organizational performance [36]. Also, research studies of some authors show positive outcomes in the organizations using cooperative conflict management styles (integrating, compromising, and obliging), while non-cooperative conflict management styles (avoiding and dominating) showed negative impacts on performance. These results are different from our findings as this research showed that all styles have a significant positive impact on organizational performance with different coefficients.

The findings of Vokic and Sontor (2019) were similar to our results, indicating a positive relationship between organizational performance and the compromising style applied for conflict management in the organizational environment [37]. According to Longe (2015), managers use this style to minimize conflicts and ensure a high level of

trust among members of the organization [36]. According to our findings, the obliging style had a greater impact on the organizational performance of the private sector. Shaheryar (2016) found similar results, stressing that this style is operational, reducing conflicts and stress in work. Therefore, the obliging style positively affects organizational performance [38]. In Radhika's (2018) research, the use of this style of conflict management occurred when one of the parties wanted to maintain peace and considered the conflict as minor [39].

Longe (2015) came to different results from the current study, indicating that the use of the dominating style can cause a decline in organizational performance, where employees may show disloyalty to managers and the organization [36]. According to our research, the dominating style had a positive impact on the organizational performance of both sectors but a greater positive impact on the public than the private sector. This difference between the findings is due to the level of the economic situation, high unemployment, and education in Kosovo. According to research conducted by Behluli (2022), there is unsatisfactory pre-university education, and the university level is profession-oriented. Accordingly, there is a lot of competition in some professions, making the workers accept the losses during the conflict management to keep their jobs because it is difficult to get involved in work [40].

In the present study, the avoiding style showed a positive impact on organizational performance, which is consistent with the results obtained by Sammy (2016). According to him, this style means avoiding confrontation by employees and management, leading to harmony and opportunities for conflicts to be minimal and creating a favorable environment that improves organizational performance [41].

Limitations and Suggestions for Further Research

The limitation of this research is the non-categorization of sectors by activity and the analysis of conflict management according to this division. Conflict management analysis by categorizing sectors only by ownership may influence the findings of the study due to different work structures in various sectors. Given the limitations of the study, prospective researchers who deal with the analysis of conflict management styles can study the phenomenon by categorizing sectors and making specific recommendations.

6- Conclusion

Based on the model used to evaluate the conflict management style and according to the scoring form, Kosovan managers mostly used the compromising style for conflict management, with 26.08 points out of a total of 120, while the least used style was the obliging style for conflict management, with 21.43 points. However, a comparison of the public and private sectors showed a difference in the styles of conflict management, wherein the private sector used the compromising style the most with 29.12 points and the avoiding style the least with 18.30 points. In the public sector, managers mostly used the dominating style with 27.29 points, while the least used was the obliging style with 20.29 points.

Referring to Pearson's correlation analysis, conflict management styles were in direct proportion to organizational performance in the two sectors, with differences in the value of Pearson's correlation coefficient. In the private sector, there was a strong positive correlation between the obliging style and organizational performance ($r = 0.764$), while in the public sector, there was a strong positive correlation between the avoiding style and organizational performance ($r = 0.711$). According to the OLS model, organizational performance in the private sector was explained by the obligating style the most ($R^2 = 0.584$) and by the dominating style the least ($R^2 = 0.258$). However, organizational performance in the public sector was explained more by the compromising style the most ($R^2 = 0.506$) and the avoiding style the least ($R^2 = 0.192$).

Given that private sector managers used the comprising style for conflict management but the organizational performance of this sector was influenced by the obliging style, private sector managers could use the loss-win approach in conflict management. Hence, managers should attach greater importance to relationships, avoid conflicts in favor of harmony, and mitigate conflict so as not to weaken relationships. On the other hand, managers in the public sector use the dominating style, while organizational performance is mostly influenced by the compromising style. To fill the gap between the most influential and the most widely applied styles, managers can use the compromising style in conflict management. Accordingly, they should show moderate concerns about their goals and relationships with others and make compromises in resolving the conflict when the two sides gain something from the best mutual agreement.

The findings of our research and the research of other authors addressing the same issue prove that the type of conflict management style used depending on different conditions brings about different results in organizational performance. Since the existence of conflicts in today's organizations is an inevitable phenomenon, and their impact can be positive or negative, future researchers who deal with conflict management and performance effects can divide the sectors by activity to obtain more specific results and contribute better to conflict mitigation and performance improvement.

7- Declarations

7-1- Author Contributions

Conceptualization, G.S., A.B. and F.Q.; methodology, A.B.; software, A.B.; validation, G.S.; formal analysis, A.B. and G.S.; investigation, F.Q.; resources, G.S.; writing—original draft preparation, G.S., A.B. and F.Q.; writing—review and editing, G.S.; visualization, F.Q.; project administration, G.S.; funding acquisition, G.S.. All authors have read and agreed to the published version of the manuscript.

7-2- Data Availability Statement

The data presented in this study are available on request from the corresponding author.

7-3- Funding

Many thanks for AAB College for financing the publication and cover the costs of conducting research.

7-4- Ethical Approval

Not applicable.

7-5- Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this manuscript. In addition, the ethical issues, including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, and redundancies have been completely observed by the authors.

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Appendix I: The Questionnaire

Dear,

I wish you a good day!

First of all, thank you for your time and sincerity in completing this questionnaire. Your contribution by completing this questionnaire is very important in providing your answers, analysis and conclusions which will improve the way you handle conflict management and improve organizational performance. The implementation of this questionnaire will be done in a confidential manner, your data will be used for analysis issues and will not be shared with other parties. It will take you about 10 minutes to complete this questionnaire. This questionnaire was created and is being implemented within the research by the authors *Gëzim Shabani, Arbëresha Behluli and Fidan Qerimi*. If you have any questions about the survey, please email me at: *arberesha.behluli@hotmail.com*. Thank you very much for your time and suggestions. Please answer all questions and honestly, to have a clear picture of your opinion.

Session 1 - Demographic Questions

1. Gender:

- a) Female
- b) Male

2. Age:

- a) 18 - 25 years old
- b) 26 - 33 years old
- c) 34 - 41 years old
- d) 42 - 49 years old
- e) Over 50 years old

3. Level of education:

- a) Bachelor
- b) Master
- c) PhD

4. The company where you work is:

- a) Private
- b) Public

Session 2 - Identification of Conflict Management Style

This questionnaire is organized to identify conflict management style. The questionnaire presents twelve situations that we believe you have encountered during your professional work. Evaluate each of the answers in the presented situations with points. You can evaluate the answers with zero up to ten points, but the total number of points for the situation should not exceed a total of ten points.

Situation 1	Experiencing strong feelings from a conflict situation creates for you:	
A	Feel the success and achievement while also enjoying emotional liberation	
B	Feel the challenge of the conflict while enjoying the strategy used	
C	You take the thoughts and feelings of others seriously.	
D	You think discussing differences will hurt someone, and it gives you a sense of dread.	
E	Convince yourself that your actions cannot solve the problem	
TOTAL POINT		

Situation 2	Evaluate the following statements by showing how well they fit your beliefs:	
A	Believers of victory are those who dominate life	
B	Winning in a conflict is not always possible	
C	Anyone can contribute to the resolution of the conflict, as no one has the answers to all the issues.	
D	It's wise to accept when you are not right	
E	Trying to change someone who is strongly convinced in one view is futile	
TOTAL POINT		

Situation 3	What do you expect from the conflict as a positive result?	
A	Conflict can convince people that there is always a better answer than others	
B	Conflict removes the extreme dilemmas that a strong middle ground can be reached	
C	Commitment and results increase when a conflict is resolved	
D	People's commitment and rapprochement to each other increases when the absurdity of egocentrism is demonstrated through conflict.	
E	Conflict increases guilt and decreases complacency	
TOTAL POINT		

Situation 4	How will you act if you are the person with the most authority in a conflict situation?	
A	Directly clear your point of view	
B	Try to find the best solution	
C	Listen to what those involved have to say and try to find a position that suits both parties.	
D	You will address the issue at length by offering your potential support.	
E	Mention the implementation of the rules in an impersonal meeting	
TOTAL POINT		

Situation 5	How would you react if someone you cared about was accepted into an unreasonable position?	
A	You will be fair, letting her know you do not like it	
B	Try to avoid a direct conflict but indirectly express your dissatisfaction with the situation explore	
C	Provoke conflict and research for acceptable solutions to the situation	
D	Try not to present your doubts	
E	Show lack of interest and depressive emotions by letting your actions be understood	
TOTAL POINT		

Situation 6	How will you react when you are angry with a friend or colleague?	
A	Without thinking much, I explode reacting	
B	I try to calm the situation by telling a good story.	
C	I invite him to express his conviction after I have expressed my anger	
D	Do the opposite of what I think in an attempt to lower my anger	
E	Get out of the situation	
TOTAL POINT		

Situation 7	How would you react when you are in a position of disagreement with other group members about important issues?	
A	I do not move from my beliefs and I defend the same	
B	Try to convince a majority of the other group members with the logical explanation of the issue.	
C	Analyze the points of disagreement and then try to find the solution to the problem that suits everyone.	
D	I do not become part of the discussion and thus eliminate myself from responsibility for the decisions made	
E	Go along with the rest of the group	
TOTAL POINT		

Situation 8	What is your reaction when a member of the group holds an opposite position to the rest of the group?	
A	Explain that the opposing member is the reason for blocking the group and propose to continue working without it if necessary.	
B	Allow the opposing member to express his / her convictions by opening up the possibility of finding a compromise	
C	Clarify why the opposing member has that opinion and whether the rest of the group can re-evaluate their positions.	
D	Try to alleviate the situation by proposing overcoming the conflict and continuing daily activities with other points.	
E	Avoid getting involved in conflict by being silent.	
TOTAL POINT		

Situation 9	How will you react when you see that a group conflict is emerging?	
A	Speed in making the decision so that the tasks are completed before the conflict starts	
B	Try to change the discussion in order to avoid direct confrontation	
C	Present your opinion about what is happening, and open the possibility of discussing the conflict	
D	Through humor you try to prevent conflict	
E	If it's not something you care about, do not get involved in the conflict	
TOTAL POINT		

Situation 10	In the conflict between your group and another you will address it by:	
A	In the face of open conflict, prepare for retaliation and anticipate areas of resistance	
B	Motivate group members to find compromise forms in advance	
C	Knowing that conflicts are often healthy encourage the identification of common goals	
D	The breakdown of friendly relations is the only result of conflict, and with that in mind promote harmony	
E	Engage an impartial arbitrator to resolve the dispute	
TOTAL POINT		

Situation 11	As a group representative to negotiate with another group, you would choose someone who:	
A	Insists on the group's point of view as he knows well the group's beliefs and opinions	
B	He would understand that the final decisions of the group came as a result of involving the ideas and judgments of all the members of the group.	
C	Will present well the ideas of the group, be able to try to find a solution to the conflict through the judgments of the other group	
D	Is adept at interpersonal relationships as well as an open person to resolve conflict through compromise	
E	It would present the group's beliefs, not allowing such a situation to arise which would force the group to change position	
TOTAL POINT		

Situation 12	What is the reason that one group fails to cooperate with another?	
A	Position uncertainty and failure to support a position	
B	The tendency to eliminate autocratic decision-making by leaders, promoting flexibility as facilitating compromise.	
C	The tendency of groups which do not think of mutual benefits but negotiate with the winner and loser perspective.	
D	Lack of belief that one can live in peace with other groups	
E	The leader's attempt to maintain his leadership position by not addressing important issues in the group.	
TOTAL POINT		

Session 3 - Conflict Management Styles

Round to the following scale: 1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, 5 = Always

In order to find solutions that meet everyone's needs I discuss issues with others (1, 2, 3, 4, 5)

The give and take approach in problematic situations are the form of negotiation i attempt (1, 2, 3, 4, 5)

My orientation is to meet the expectations of other parties (1, 2, 3, 4, 5)

For my issues I always argue and insist on taking the merits of my point of view (1, 2, 3, 4, 5)

In the event that disagreements occur, I focus on gathering information by facilitating communication (1, 2, 3, 4, 5)

If I am in a situation of debate, I do not get involved in discussions and try to leave as soon as possible (1, 2, 3, 4, 5)

I try to see the conflict from all perspectives. What do I need? What does the other person need? What are the issues involved? (1, 2, 3, 4, 5)

In order to solve problems, I compromise and keep working (1, 2, 3, 4, 5)

Conflicts seem challenging and exciting to me (1, 2, 3, 4, 5)

I feel anxious and embarrassed when I find myself in a conflict situation with others (1, 2, 3, 4, 5)

Fulfilling the wishes of friends and family is important to me (1, 2, 3, 4, 5)

I have the ability to understand situations and what to do, and I am right about that almost every time (1, 2, 3, 4, 5)

I may not get what I want, but it is a small price to pay to keep the peace (1, 2, 3, 4, 5).

Disagreements I may have with others I try to keep to myself by not showing them in front of others (1, 2, 3, 4, 5)

Session 3 - Organizational Performance

Round to the following scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Stakeholder satisfaction is high (1, 2, 3, 4, 5)

The strategies put in place are in function to satisfy the wishes and needs of the stakeholders (1, 2, 3, 4, 5)

Processes are functional in order to improve them (1, 2, 3, 4, 5)

We have sufficient and quality resources to operate (1, 2, 3, 4, 5)

Stakeholders contribute to conserving and developing resources (1, 2, 3, 4, 5)