

# The importance of negotiation and conflict management

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## Abstract

In this paper, we will discuss in detail about negotiation and conflict management and its approaches which is necessary everywhere. We will also discuss the steps and stages of negotiation and conflict management. Highlight the important features between the two relationships in almost every field and four - dimensional approach of negotiation and conflict management. We suggest adopting all stages and steps everywhere to sort out issues and problems related to negotiation and conflict management. There are various research and topics which talked about it and suggested many things to handle it, same in this paper present all important aspects of the topic and discuss it in detail and its importance in the emerging technological world. Also, areas that generally adopt negotiation and conflict management for a smooth run of business, organization, personal relationship, and bonding between people for the long term.

## 1. Introduction

Negotiation and conflict management is an important aspect of every field. Negotiation is a process by which people settle differences and issues between themselves [1]. It is done to avoid and do agree to for any kind of dispute and arguments whereas conflict management is the strategies to rectify these observed differences in a positive way to settle down disputes and arguments between the people [2]. In any disagreement, people reasonably purpose to attain the best possible result for their opinion. The negotiation is used in many situations and at many places like the legal system, government affairs, international affairs, industrial disputes, and so on. One must learn and have negotiation skills to have the ability to handle any kind of issues and differences for great benefits [3-5].

## 2. STAGES OF NEGOTIATION

There is a process which includes the following stages for the desirable outcome and must follow in a structured way to negotiate anywhere where issues evolved and have the matter of negotiation [6,7]

**Preparation-** This is the stage where all facts and involvement is sure about the situation to clarify own position and one must know the rules and regulation of the organization which helps in discussing the point on grounds and knows what to refuse and what to accept while the negotiation is going on. The Organization must have rules and regulation policies that must be clear to everyone and can refer to groundwork preparation at the negotiation time.

**Discussion-** This the stage where representatives of each side party put forward their views and can see the situation of understanding. Every participator must have listened, questioning, and understanding skills to have good negotiation of the issues. Noting down the points during discussion might help people to understand the point clearly and also help to record the statement for more clarification. It is important to listen to each other to understand each other point of view and understand each other and then come to the conclusion which is genuine and necessary.

**Descriptive Goals-** This is the stage where goals and interests came out from the viewpoint of both after the discussion so that any kind of disagreement must be clarified. It is necessary to write down all factors on a priority basis so that they can clarify and identify some common ground. Conflict management is an important part of the negotiation process which helps in identifying and clarifying misunderstanding between the two and comes with beneficial outcomes.

**Negotiate for WIN-WIN Outcome-** This is the stage where negotiation is done to feel both the WIN-WIN situation where both the sides point of view taken into consideration and have come with the best negotiation outcome and feel happy and satisfied with the outcome. It is the best result. It is not possible every time but if there is goal setting it can be achieved.

**Agreement-** This is the stage when both parties agreed with the negotiation outcome and accepted each other viewpoints and interest, then it is essential for do agreement so that both parties know what is finally decided and what to follow after negotiation.

Executing a course of action-This is the stage when after agreement it's time to implement the action which has decided after negotiating between the parties. Now parties will work accordingly the agreement is done between the two and have to avoid the issues and problems which were earlier and have to work for the best outcome.

### 3. EVOLUTION OF CONFLICT MANAGEMENT

The approaches to conflict management which is done earlier based on assumption that all conflict was bad and always be over-productive to organization goals. Thus conflict management becomes synonyms of conflict avoidance and thus people start assuming that conflict management is a win-lose situation which was wrong [8]. And this was there mid of the 1940s and a part of the nineteenth century. The Organization started believing conflict management is not a reasonable strategy to deal with conflict and people started avoiding it and they feel if they are a part of it they will be neglected. In the 1970s the viewpoint towards conflict management changed and accepted as natural and unavoidable existence in the organization [9,10]. As the conflict was always there and everyone wants to negotiate at any point and have to accept it for the positive outcome of issues and problems between the two parties and finally conflict management came as that it cannot be eliminated at any stage and its give benefit to the organizations [11]. According to Nurmi and Darling, it was when conflict management was introduced and acceptable by everyone [12].

### 4. SOURCES OF CONFLICT

Daft and Terry figured out numerous factors that may create conflict in the organization. This conflict is as follows-

**Lack of resources-** There are situations when organizations face few lacks of resources like lack of budget, money, supply, human resource, information, etc. which can create conflict and hamper the work.

Jurisdictional Uncertainties- In the organization when job limit and task responsibilities are not clear, then conflict may happen as there will be a mess-up and misunderstanding between the people about the work responsibility and then no one takes initiation for the work completed.

Behavior and personality Clashes- This happens when two people do not take away their points and things superior to each other. Then conflict between them take place and it hampers the work environment which leads to the difference in attitudes, value, and beliefs over their personalities

**Status and Power differences-** When one person if questioning the other and influence over another then status and power conflict take place to create their power and position in the organization.

Target differences- When every individual focuses in their direction rather than shared goals, the conflict will take place and it's a natural part of any organization. Everyone has to work towards shared goals and objectives to avoids any kind of conflict between themselves.

**Communication collapse-**These conflict happens when there is a gap between two in terms of ego clashes, differences in style of speaking, and nonverbal style of communication. Incorrect communication leads to misunderstanding thus work and conflict emerged. Sometimes cross-gender communication leads to misperception thus conflict happens and in that way, it affects both the parties and the work environment too. And this is not an actual conflict, it just perceived in a different way which looks like conflict which can be easily

sorted through good communication between the two parties.

## 5. METHODOLOGIES OF CONFLICT MANAGEMENT

Thomas and Kilmann suggested and developed a few methodologies to handle the conflict of an organization [13]. They have done wide results to find out the ways to conflict management. They identified that two dimensions are assertiveness and cooperativeness on which conflict management styles can be managed in ways. The Assertiveness dimension generally covers the motivational factor of an individual that is goals and objectives and desired results whereas the cooperativeness dimension covers the willingness and helping nature towards the party to achieve their goals and results. The five styles of conflict management resolution by Thomas and Kilmann is -

**Avoid resolution style of conflict-** Both assertiveness and cooperativeness cannot be avoided as both the factors are important in an organization that is to keep motivating the people and every people help each other in achieving the goals and have to work as a team and if this lack that is people doesn't want to achieve his goals and team is also not supporting to achieve it then definitely conflict will take place which needs to negotiate for smooth work.

**Competing with resolution style of conflict-** This style can also create conflict as an individual is working towards win-lose situations for example manager is using this style and he has characterized it as high assertiveness and low cooperativeness depends on the way of doing work. And immediate action is required when there are some emergencies and need to take action right time. It also helps in cost-cutting on an urgent basis.

**Accommodating resolution style of conflict-** This style represents the cooperativeness of a degree. It is very helpful and manager using these styles to achieve goals, objectives and desired results to make everyone individual work towards goals and desired results. This is done when ultimately people realize they are in the wrong situation either in one or other sides. This is important for keeping better relations between the two parties.

**Compromising resolution style of conflict-** This style is basically for a moderate level and uses both assertiveness and cooperativeness and is used when the goal of both sides is shared and have equal importance and have equal power and gives solution on time.

**Collaborating resolution style of conflict-** This style is very high for both assertiveness and cooperativeness and has to do a win-win situation. Both parties work together to achieve the goals and objectives and everyone involved in it. It is done when there is any complex situation and some creative idea is required to deal with conflict and manage the situation. The disadvantage of this approach is that it requires a lot of time to reach the outcomes and required sincere effort of all the sides and together work is required.

From the above five models of styles, the collaborating styles of conflict came as break free of the win-lose prototype. It is necessary to apply the style of conflict which gives win-win situation but that's not that original intention of the author as every style has its benefit and features and deal in different situation according to the conflict occur. For win-lose situations one can go for strategic consideration of conflict for managing the conflict and varied situations were identified.

## 6. FUTURE PROSPECTIVE

Negotiation and conflict are very important aspects and it must be done and implemented everywhere to run smooth functions. Organizations these days individually having department with the name conflict management as it's a serious issue which comes across frequently and to deal with it and proper work environment it must have and manage negotiation and conflict between the two parties to make them feel good, satisfied and happy. Even in personal relationships people are negotiating and managing conflict because two people have different viewpoints and aspects so differences will be there will be natural. So here once know and learn negotiation and conflict management to manage work, personal and everything for a smooth run.

It's very important to deal with any issues and problems and to have a positive viewpoint everywhere then negotiation and conflict management come in a new and satisfying direction. Negotiation is important to manage conflict in the organization and to resolve conflict one need to understand the situation very well of both sides and have interest in solving the conflict and know how to negotiate and do the conflict management and everyone agrees on the decision and work towards the goals and desired outcomes. It is only negotiation and conflict management to give fair and correct suggestions for any kind of conflict. Every organization is having a department that specially handles all the grievances and works towards conflict management and managers are getting proper training knowledge to handle the conflict management situation with the live demo examples for the better handling of every situation on time. This management system is backed with other management protocols that can be gauged with risk management strategies. The process of risk management strategies plays important role in organization [14,15]. Also during the risk management and conflict management development process, there should be complete guidance of disaster recovery planning in a system that can give easy bounce back for the organization [16]. Hence for all these management systems, there must be improved and innovative planning in the organization and management information system, this can be implemented only with the advanced tools of information and management science [17, 18].

## CONCLUSION

The present content provided in the study, provides the brief information on the importance of negotiation and conflict management in the organization, the study highlights the components and their uses towards the beneficial aspect of the organization.

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