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CAUSES OF CONFLICTS IN ORGANZATIONS

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ABSTRACT

The term "conflict" usually has negative connotations. However, the conflict in non-violent environment can be driving force for positive social changes. Sources of conflicts explain place or character (temper) with which or out of which conflict occurs, while the cause explains conditions, which enable development of conflict and problem. Causes of conflict can be classified within structural and personal factor. Structural factor includes common resources, differences in goals, organizational ambiguity etc. Personal factor includes skills, character, values, communication barriers, cultural differences etc. In order to define conflict, there are theoretic models of conflict such as Pondi's mode, which synthesized relations between structural and personal factors – causes of conflict, conflict processes and conflict outcomes, treated as elements of conflict. Conflicts in organizations start with causes of conflicts and consequences of conflict depend whether causes of conflict are eliminated at the pleasure of all sides or causes are not eliminated. In the first case, conflict has positive outcome (functional conflict) and negative outcome, in the second case (destructive conflict).

Key words: causes of conflict, sources of conflict, model of conflict, conflict management

Introduction

Term/word *conflict* is usually used in negative context and it's considered as the opposite of collaboration and peace, usually connected to the violence, threat and non-violent issues. However, this view of conflict is not correct because in non-violent environment it can be driving force toward positive social change. There is an infinite number of samples of conflict, but only few of them do not occur very often. Sample of conflicts can be classified within structural and personal factors. Structural factors include common resources, differences in goals, organizational ambiguities etc. Personal factors include skills, character values communication barriers, cultural differences etc. "Some people see conflict as negative situation, which by any cost can be avoided. Others consider conflict as an opportunity for personal growth and try to use it as their advantage" (Nebgen 1978). Therefore, two types of conflict, within organization, can be defined: Functional or constructive conflict: Robbin (2001) defines functional conflict as the one which improves results of the group. The argument is if the conflict is lead to normal competition among groups, and groups work and produce more, it presents advantage for both group and institution. This is considered as confrontation of two ideas, which improves both

employees and organizational results. Also, this can bring new ideas, learning and growth among individuals (Kinicki and Kreitner, 2008). These conflicts can have positive results. Dysfunctional or destructive conflict: can break connections and interrupt exchange of ideas, information and resources among groups and departments. Dysfunctional conflict prevents achieving organizational goals, disrupts organizational results and leads to reduction of productivity. This conflict is oriented on individual interests, which are beyond overall business interest. Managers withhold information from each other. Employees sabotage work of others, intentionally or in a subtle way, conflict motivated indifference for team work (Kinicki and Kreitner 2008). These conflicts have negative outcomes. Scientists and authors of papers, who do the research and analyze conflict as a phenomenon, often present conflict as "integral part of human life" or "conflicts are inevitable in human life" and "conflicts are permanent part of life" (Viletta Bankovs Kay, 2012), (Mashanne and Glinow, 2008), (Nebgen, 1978). "Conflict cannot be avoided in family nor at work, even during watching TV" (Viletta Bankovs Kay, 2012). Based on what is said, it is clear that conflict is important social concept and this paper studies the

case of organizational conflict. Baron (1990) noticed that "organizational conflict is an important topic for managers and scientists interested in understanding nature of behavior in organizations and for organizational processes". Significant number of samples of conflict, where some of the occur very often as: personal opinions, goals, workplace, product price, cultural and demographic differences etc. Creating conflict in work environment is normal and constant and it can improve work and ideas. However, conflict can have negative consequences on relationships and business success.

Studies have shown several classifications of conflict, depending on criterion of the classification. Cozer (2007) introduced area in which conflict occurs as one of the criteria for classification of conflicts. This criterion divides conflicts on: *business, cultural, political, sport etc.* Criterion, which refers to bearers of the conflict and level of which conflict occurs, respectively, are divided on: *intern and extern*. Intern conflicts are: *Intrapersonal* (occur within an individual). This is a type of psychological conflict of an individual, which includes his thoughts, values, principles and emotions. It can have different levels, from everyday decisions such as whether to have lunch or not, to the important ones like choosing career. *Intragroup* (occur among individuals within the group). Conflicts occur due to inculpabilities and misunderstanding among individuals. They occur due to disagreements for example: different characters, which can lead to tension or differences in views, ideas and opinions. *Extern conflicts*: *Interpersonal* (conflict between two individuals). It usually happens due to differences between people, which results in differences in opinions and choices. Intergroup conflicts occur when there is misunderstanding between groups within organization, due to different goals and interests of those groups (Rahim 1992).

There are three forms of conflicts within *the organization* as it follows:

a) *Relation conflict:* Includes existence of incapability (disharmony, disagreement), among members of the group, which includes confrontation of the characters, tension, hostility and discomfort (Jehn 1995). This type of the conflict produces negative emotions, such as: anxiety, mistrust or bitterness (Jehn 1995), frustration, tension, fear of rejection by other members of the team (Murmnigham and Conlon, 1991).

b) *Business conflict:* Includes disagreement about purpose and importance of the task and the goals of paper, such as distribution of resources, procedures and interpretation of facts (John 1995; 1997). Business conflicts include differences in points of view, ideas and opinions and can coincided with start of discussions and personal excitement. Business conflict is related to with several useful effects, such as improvement in change of debate within the team (Jehn et al 1999) which results with quality ideas and innovations (Amason, 1996; West & Anderson, 1996) and leads to better service (Tjosvold, Dann & Wong, 1992). Apart from useful effects, studies showed that business conflict is connected to harmful effects such as: dissatisfaction with work, lack of team work (Kabanoff 19991; Jenn et al 1997) and increased anxiety (Jehn, 1997).

c) *Process conflict:* Includes disagreement on: how work needs to be done, responsibilities of individuals and authority (Jehn & Mannix, 2001) for example when group disagrees on whose responsibility is to do certain task. Process conflict can lead to decline of moral and productivity (Jehn, 1997) and bad influences of the team (Jehn, 1999).

Study aim was to determine the causes of conflict in organizations.

Methods

PRISMA (Page et.al., 2020) method was applied in this paper study, which selected 10 papers. Papers were analyzed, in detail, which explained causes of conflicts and their significance. All analyzed papers were published by reputable authors and magazines.

Picture 1. PRISMA 2020 flow diagram
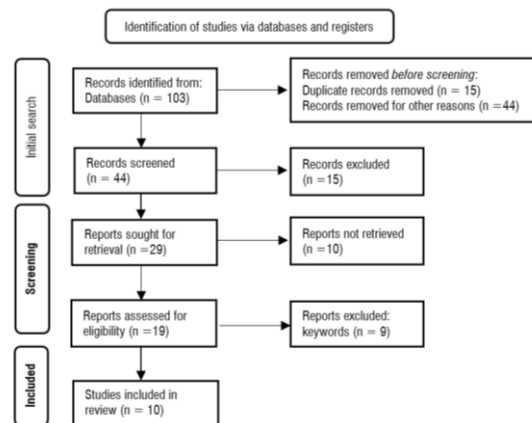
Literature of management and social studies, is used for this paper. Four methods are used: induction method, deduction method and method of analysis and synthesis. These methods lead to data, which were used for analysis and conclusions. Papers and books, which treat the issue of conflict and causes of conflict in organizations, are analyzed in this paper, in detail. Papers are published in reputable magazines, such as "Journal of Management Development ", "International Journal of Conflict Management ", "International

Journal of Quality and Reliability Management ", "International Journal of Business and Management "and others. Tool for browsing results on topic "Causes of Conflict" was Internet browser and data base of Google. Browsing was conducted using the following words: causes of conflict, sources of conflict, conflict management etc. Out of 44 papers with topics: analysis of conflict, management of conflict, models of conflict, resolving conflict and organizational conflict: causes and effects etc., 22 papers were accepted, due to analysis and acceptability of topic. Out of 29 papers, 19 were selected for quantity synthesis. At the end, 10 papers were accepted as the most relevant and useful for studying the chosen theme and the rest of them were carried out through paper and related to papers, which had the same research results.

Results

Conflict is studied from the point of different fields of psychology, sociology, social psychology, organization, management, etc. and researches of these fields developed certain definitions of conflict. This paper present ten overview papers, which describe phenomenon of conflict, states sources and factors- causes of conflicts and types of conflicts, theory models of conflict, ways of managing conflicts. Apart from these ten papers, other papers, which were selected by analysis, were used for comparison of information. As it shown in Table 1 great number of papers was focused on management of conflicts and factors and causes of conflicts and their significance, as well.

Table 1. Display of selected papers

	Author and year	Title	The most significant discoveries
1	Bagshaw, M., (2008).	Organizational Conflicts: Causes, Effects and Remedies	Management leadership skills are crucial for resolving conflict. Causes of conflict usually start with personal dissatisfaction of a worker. Structural relationships in organization are one of the causes of conflict.
2	Bernard Oladosu Omisore, Ph.D (Mrs) Ashimi Rashidat Abiodun	Conflicts: A Better Way to Resolve Them	Conflict in organizations occurs as a result of competition for supremacy, leadership and resources. decreases satisfaction of employees and productivity of organization.
3	Fischer, M., D., (2012).	Organizational Turbulence, Trouble and Trauma: Theorizing the Collapse of a Mental Health Setting	Causes of conflict start with different psychological and sociological disagreements. Interpersonal relationships in organization suffer because of appearance of conflicts. Organization needs to pay attention to psychological health of employees.
4	Roy j. lewicki Stephen e. Weiss David lewin *(1992)*	Models of conflict, negotiation and third-party intervention: A review and synthesis	History of studying conflict contains at least six main approaches and models of conflict. Three scientific approaches are: psychological, sociological (Pondy's model of conflict, which presents dominant paradigm). Pondy's model includes 5 phases of conflict process and establishes connections among them, causes, factors and outcomes of the conflicts (and economic analysis).
5	Jehn, K. A, Mannix, E. A., (2011).	The dynamic nature of conflict: A longitudinal study.	Causes of conflict are very difficult predict because they depend on numerous factors. Main causes of conflicts lay in personal behavior of an employee. Management needs to know their employees, in order to reduce level of conflict.
6	Lewicki, R. J., Weiss, S. E., Lewin, D., (2010).	Models of conflict, negotiation and third-party intervention: A review and synthesis	There are different models for prediction of potential conflict situations. Solving conflicts usually starts with negotiation and reaching an agreement. Companies sometimes need to engage third party in order to reduce conflict situations in organization.
7	Rahim, M., A., (2010)	Managing Conflict in Organizations	Creating causes of conflicts can include lack of resources which distribution can lead to conflict in organization. Managers have leading role in resolving conflicts. Personalization of conflict is commonly consequence of misunderstanding within organization.
8	Pondy, L. R., (2007).	Organizational Conflict: Concepts and Models	Models and ways of solving conflicts are different depending on the type of the conflict itself. Current conflicts can be influenced by previous conflicts and unresolved situations, respectively. Conflicts cannot be solved if we don't know their causes and conditions in which they developed.
9	Schermerhorn J, Hunt J, Osborn R, (2015).	Organizational Behavior	Management needs to pay special attention to behaviors of the workers in the organization, in order to solve causes of conflicts. Human relations are directly connected to the ways of solving and creating conflicts. Conflicts can be caused by mistakes in organizations or interpersonal disagreements.
10	Wästerfors, D., (2011).	Organizational Behavior	Causes of conflict can be: organizational structure, limited resources, dependence in solving tasks, non-compliant goals, communication problems, personal features, conflict outcomes can be positive and negative.

Discussion

Sources and Causes of Conflicts

There is significant difference between sources and causes of conflicts. Sources explain place or character (temper) with which or from which conflict occurs, while the cause explains those conditions that can influence on development of the conflict, which can turn into problem.

Sources of Conflicts

Internal sources: This term is used because it is referred to the factors, which are inseparable form organization. Fajana (2000) states that the main factor of internal source of conflicts are "confronted interests" of business actors. These "divergent interests" lead to conflicts, when both sides of the organization try to share "business cake" as Ajibade (2004) called it. Also, there is "ratio of power" between two business actors, which creates conflicts and make them inevitable. Extern sources: the term is used because they are outside the organization. They can occur when intervention of the third party towards business conflict becomes one-sided or bias. The example of that is when the government, as third and regulatory party, tries to formulate policy or pass the law, which favors one side, at the expense of other side. This can create conflict.

Factors which cause conflict

Conflicts occur as a result of several factors, such as: *Structural factors*- relates to organization, which is structured and in which work is organized. The most important factors are: Size of the group, diversity of staff, participation, distinction between line and staff part of organization, system of rewarding, mutual dependence of resources and power. Size of the group is potential cause of conflict (Fishcher, 2012). There are differences in competences and acquired patterns of behavior between members of organization. In dynamic environment, in highly competitive situations, the importance of achieving successful results of actors increases level of stress, nervousness, aggressiveness, anxiety and some of the factors become causes of bigger or smaller conflicts (De Bono, 2008). Degree of inclusiveness of members of organization in processes of making decisions and performance if certain work tasks may be the cause of conflict. When attitudes are expressed in balanced way it enables initiative and creativity by more members of organization, which is condition for appearance of conflict. On the other hand, unilaterally decision making, reduced care for interest of members of group and aggressive manifestation of disagreement is

secure way to appearance of constructive conflicts (Fisher,2012). All members of organization have certain position in organization and it is defined in two dimensions- vertical and horizontal. Vertical dimension creates hierarchical structure of organization (Schermerhorn, Hunt & Osborn, 2015). Vertical axis differentiates positions, which include different obligations and responsibilities, based on type or content of responsibilities within hierarchical levels (Eidelson i Eidelson, 2013). System of rewarding can be the cause of conflict, if members of organizations are not ensured some types of rewards, which are proportional to achieved results. For example, positive effect or desirable behavior of a worker can be rewarded is established as general rule (equal for all) (Gordon 2008). Inadequate system of rewarding generates creation of dissatisfaction, boycott and tension, which lead to appearance of conflict. Everyday economic functioning of organization puts owner structure in constant series of dilemmas on ways of distribution of available funds within organization. These decisions have influence, not only on efficiency and achieving goals of organization but to influence creation of conflict. Incorrect distribution of power and influence can also be cause of conflict (De Bono, 2008). All members of group, to a certain extent, influence on each other and on group as a whole. This influence is different depending on type of group. Power presents equivalent influence, which an individual has on other members of a group or on a group, as a whole. (Schermerhorn, Hunt and Osborn, 2015). This power is based on a position of an individual in a group and individual's personality. If there is no clear limitation in conducting power, possibility of creating conflict is increased. (Gordon 2008). *Personal factors* refer to the differences and personalities of different individuals. There are individuals who initiate conflicts and individuals who are non-conflicting. The first ones are good at conflict situations and others are not. Ones exit conflict situations unharmed while others get exhausted. (Bahshaw, 2008). Behavior of members of a group is complex and most common factor- cause of conflict. It is important to mention that certain personalities or type of behavior cannot be treated as cause of conflict they don't lead to interdependent relation to many situations, because it would be superficial and incomplete interpretation of causes of conflict. In order for some individuals to react in conflicts it is necessary for "unfavorable, frustrating conditions of work or psychological climate of organization" to occur (Gordon, 2008).
"Even without these frustrating factors, conflict cannot attribute to only one person, regardless of his/her propensity for conflicts." (De Bono, 2008). Manager's influence on members of organization is characteristic

for organization, which is reflected in manifestation of conflict. Nature of role of a leader in organization is to adjust structural activity of members of group to the need and the aims of organization (Sears, 2008). Individual behavior is commonly not adjusted to the interest of the group and articulation of that kind of behavior can lead to interpersonal tensions (Fisher, 2012). Violating communication is common source of conflicts. Some authors state that conflict is "the hardest and the most intense degree of disruption of routine (successful or unsuccessful) of communication between two or more subjects, individual and groups, or individuals with themselves. (Bagshaw, 2008). The most important factors that can jeopardize the communication, which can be isolated (out of many factors) are the following:

- Filtering, which occurs when sender consciously sends information in such way that it is acceptable to the receiver. This barrier in intern communication commonly appears in vertical axis and between members of different hierarchical levels, respectively.
- Selective perception occurs during communication process; receiver perceives information in selective way, based on their individual features. Until receiver decrypts the message, he projects his interests and expectations in the process of communication.
- Too much information for example frequent communication (e-mail, phone calls, meetings) produces surplus information, which can make communication difficult, within information. When receiver receives more information than he can process, brings to selection, predictions or forgetting information, which reflects negatively on quality information.
- Gender differences; men and women use their communication for different motifs. Men use oration to emphases their hierarchical status, while women use it for improvement of their mutual relationships (De Bono, 2008).

It is believed that crisis in organization is mostly consequence of vertical communication. Internal organization of collective is carried through vertical and horizontal communication, and it includes following levels: (i) Overall inner organization of collective is observed as a system of interrelated groups of all kids; (ii) Mutually, sometimes, communicate people who belong to "cliques" or "clans" (Eidelson and Eidelson, 2013). Unclear, illogical and imprecise presentation of communication and words, which managers use with one meaning and has completely different meaning to others, respectively. Therefore, disagreements in oral communication are potential source of conflict. Ambiguous communication is means of manipulation can be source of conflict because inadequate

information produces mistrust, antagonism and finally confliction between sender and receiver of the message (Fisher, 2012). Inappropriate communication, which includes interruption of conversationalist, disrespect, inappropriate addressing, threats, initiates conflict (Schermerhorn, Hunt & Osborn, 2015). Non-verbal signs such as: facial expression, gesture, attitude, posture, clothes need to match verbal content and media, otherwise it creates "communicational noise" and undesirable impression of conversationalist. (De Bono, 2008). Studies show that there is positive correlation between successful communication within the organization and positive relation among members of organization they belong to. In order to reduce possible conflicts in companies, programs of studying assertiveness of manager are suggested. Assertiveness includes adequate expression of opinions and feelings of managers, which doesn't violate workers' self-respect. (Eidelson and Eidelson, 2013).

Causes of conflict

There are numerous reasons of creating conflict in a work place, however limited number of them appears often and those are causes of conflicts as a result of structural factors

(i) Distribution of limited common resources In many situations on a work place, it is necessary to distribute resources between two or more individuals or organizational units. Resources include: offices, conference halls, equipment, money, people, information etc. However, it's not always possible to manage that everyone has the access to the resources all the time. Conflict appears when an employee cannot access to the resource because other employee uses it. As the lack of resources getting bigger, the bigger becomes a chance of conflict. Also, conflict appears if one employee, who needs a resource, is underestimating others' need for the same resource.

(ii) Interdependence in work activities. Interdependence exists when members of team need to be interested work process and achieving results, which depends on results of others. This includes situations were achieving business goal of one employee demands dependence/relying on others to fulfill their tasks. Delaying or poor performance of a task of an employee who performs task first, in business process, jeopardizes interests of a second on a row, therefore the conflict is inevitable. When one member of organization cannot start their performance until the other member is finished, or when the quality of work of one member influences performance of other colleague, it is more likeable that conflict will occur. As dependence level is becoming bigger, possibility of conflict is higher. If an employee depends

on other employee to do his task, it is easier to blame others if mistake occurs. For example, if an employee is in charge of advertising of a certain product, he depends on creative team, which designs words and looks, photographer, who makes photographs, employees, who needs to buy advertising space in media etc. Achievement of a goal (broadcasting or advertising) depends on others.

(iii) Conflicting aims- different organizational nits and their business functions can have opposite or uncoordinated aims that cannot be achieved simultaneously. Incompatible aims often occur due to different ways of compensating managers.

(iv) Organizational and legal ambiguity- unclear goals, responsibilities or criteria for assessment of performance (efficiency) can lead to conflict. When lines of responsibilities, in some organizations are insecure, certain ambiguities in responsibilities appear. Poor distribution of work or delegating of power create base for conflict. When it is not clear who is responsible for what and what is everyone's job, conflicts are inevitable. Employees have tendency to transfer unwanted responsibilities to others, when they are not precisely determined,

(vi) Low level of formalization in company stimulates conflicts. This is the case with small and young companies, where necessary specialization of employees and delegating power toward management is not placed. (Bagshaw 2008). Unclear responsibilities occurs when new programs are introduced, and that is common at universities. The cause of conflict between superiors and associates are unclear criteria for assessment of work (efficiency).

Conflict can have different forms, depending on organizational structure (Jaffe 2000). For example, if organization has matrix structure as its organizational form, it will have embedded conflict on making decisions, because this structure determines that each manager reports to two bosses (executive and general).

Matrix organizational structure is structure of organization where responsibilities of reporting are set as grids of matrix not like in traditional hierarchy. In other words, employees have double standards in reporting – general, functional manager (manages organizational unit and monitors its functioning) and managers of project/product. Project manager usually reports functional manager and he reports senior manager. *Management relations-* in many companies there is a tension between managers and employees because most of people doesn't like when they are told what to do. In many organizations, managers have privileges (flexible work hours, free private phone calls and longer breaks). It is noticed that struct managers often have conflicts with their employees. Sometimes people try to produce conflict to increase their power

or status in organization. *Roles and expectations* –role present performance that is expected from an employee. Each employee has one or more roles in organization. These roles include elements as their occupation, task description and agreement between employee and organization. Conflict between manager and an employee can happen when role of subordinate is not clearly defined and each side has different understanding of roles (Whitlam & Cameron, 2012). *High differentiation of organizational units* – highly expressed differences between groups in companies create or stimulate conflicts. Classic example of conflict of this type are conflicts between production and marketing (commercial), while production demands bigger series and standardized product, commercial demands smaller series and costume made product. Conflicts can occur due to different perspectives on viewing the problems of company between economists (mainly in commercial sector and financial sector) and engineers (mainly in development and production sector). *Differences in criterion of assessment of performances and system of rewarding.* In case when two or more organizational departments evaluate and reward in different ways, it is more likely that in one of them employees will claim that this practice is incorrect and that they are inferior, which will lead to conflict. It is necessary to apply equal criteria on all employees and to let them differentiate by themselves, with their results. If criteria of evaluation of results of employees are different, employees can attribute each difference in results to criteria of evaluation and not real cause: difference in abilities and given effort.

Causes of conflicts as a result of personal factors

- Wrong perception and attribution – perception is a process of observation and interpretation of behavior of other individuals while attribution is a process of conclusion on causes, intentions or actions of other people. Conflicts often occur due to wrong picture which individual or group creates or gains by intentions, interests or causes of behavior of the opponent. Sides in conflict predict causes of behavior of opponents. Sides in conflict usually predict causes of behavior of opponents and their actions are attributed in their desire to hurt their interests.
- Bad communication- employees often communicate in a way which encourages conflict because it creates wrong image about each other. Communication is conducted in a way so that creates a wrong picture on opinions or intentions from sender to listener. An example of that is negative criticism because it casts doubt in intentions and

aims of the critic. Negative criticism, as opposed to the positive is: careless (sarcastic, harsh) includes a threat, comes after unjustifiable delay, relates to bad results with internal factors such as lack of motivation or capabilities, general not specific, focuses on personality rather than results, doesn't include suggestions on how to solve the problem etc.

- Sometimes conflict comes from small, unintentional issues with communication such as lost e-mail or confrontation with people who don't return phone calls. Lack of communication can lead to escalation of conflicts. When communicating, it is necessary to focus on behavior and results rather than the person.
- *Mistrust* is a condition which enables conflicts in organizations. When mistrust appears between employees, conflict become very intense.
- *Personal features and value system.* Personal differences include differences in personal features and differences in values. Personal differences between colleagues are usual, people get into conflicts because they just don't like some people because they are for e.g., too passive, quiet or too loud, active, aggressive or constantly laughing. When two people of different characters, who don't stand each other and are forced to work together, conflicts are inevitable. Understanding some basic differences between ways of how people think and work it can be seen how they perceive the world. Knowledge that these differences are natural and normal it enables predicting and mitigation of human conflicts –often it's not personal but simply different points of view and behavior.

When some work tasks oppose to personal values of an employee it can quickly trigger conflict. Individuals, very often disagree on activities which need to be done because of their personal values. Reason for conflict can be beliefs, ethical values and attitudes which people have and express in direct communication.

While conflicts, based on differences in characters are usually irrational (there is no explanation on why someone doesn't like someone) while conflicts based on differences in values are rational and people are often aware what it is that is repulsive toward others (Bagshaw 2008). Managers need to ensure that members of team are never put in a position to make concessions when it comes to their values i.e., not to ask from them to do what is contrary to their values. Models of conflicts and stages of course of conflict process. Previous researches, who studied conflicts, especially psychologists, were occupied with defining of the term conflict and describing primary causes of conflict. For example, Mack and Snyder (1957) described conflict as certain type of process of social interaction between sides that have exclusive or incompatible values "Bernard (1957) and Deutsch

(1973) offered similar points of view and definition of conflict.

In contemporary literature on organization, Pondy (1967) tried to synthesize relations between structural and personal factors which cause conflict, conflict processes and outcomes of conflict, treating them as elements of conflict. Pondy suggested that primary conditions in organizations include competition in poor resources, individual and/or separate efforts for achieving autonomy and avoidance of codependence and divergence of individual and/or separate aims. Each of conditions served as nucleus of model of organizational conflict.

Many scientists and fields of managing conflicts agree that conflict is dynamic process, which doesn't appear suddenly, it lasts certain period of time and goes through several stages. (Wästerfors, 2011).

Although authors don't agree on naming and number of stages, which conflict is created, Pondy's model of organizational conflict is accepted, to the greatest extent, therefore it has status "dominant paradigm". Pondy's division of conflict process on stages, was accepted by many authors during their examination of organizational conflict process, with minimal changes, processing or explanation.

The most quoted Pondy's, Rahmim's and Thomas' stages of conflict processes are the following:

1. Stage of creating conditions for conflict or stage of latent conflict. In this stage processes that can lead to conflict occur. Causes of conflict in organization are mentioned earlier. During the first stage of development of conflict, an area of conflict is created so that causes of conflict appear. Appearance of causes of conflict includes that some resources become scarce and lead to conflict about their distribution in organization. Content of the first stage of conflict can also be a gradual differentiation of organizational units, which leads to difference in their aims and that is ideal fundament for conflict. Absence of communication can also be part of this stage, which leads to conflict. It has to emphasized that at this stage conditions are created for appearance of conflict. These conditions don't necessarily mean that conflict will occur.

2. Stage of perception and experiencing of conflicts. At this stage, parties in conflict become aware of existence of conditions of conflict and afterwards they perceive and experience it. Participants in conflict firstly perceive and interpret existence of conditions of conflict. Participants of conflict give meaning to the conflict itself and understand its course, through process of perception. Afterwards they get involved emotionally. Participants in conflict feel anxiety, anger, frustration and tension. During this stage of conflict participants

personalize conflict, identify opponent's side in conflict (individual or group) and develop negative feelings toward them. However, there is no open action of neither parties in conflict.

3. Stage where conflict is felt. This means "personalization of conflict". One or both conflicted parties, as a result of understanding of misunderstanding from pervious stage of process, start to feel tension, anxiety and other uncomfortable feelings.

4. Stages of creating intentions and manifestations of open conflict. In this stage parties of conflict take action towards other party. They openly form their intentions and show them openly. At the beginning of this stage, when intentions are hidden, because they are formed but subject didn0t take any action, there is danger of wrong perception of those intentions from the opposite party. It is very common that one party takes dramatic actions against the other only because he/she misinterpreted intentions of the other side, implying that they will be become more dangerous that they are planned. Many tragic events have taken place because one side of the conflict misjudged intentions of the other side. In the second part of this stage intentions convert into behavior and are openly shown. When people think about conflict, they think about this stage where participants actively act in order to solve the conflict and achieve their interests. Actions of participants in conflict can have very different intensity – form minor disagreement of two sides to open fight for life or death (Pondy, 2007.)

5. Stage of consequences of conflict or stage of post-conflict. After conflict has passed in some way, there are certain consequences in human relationships in organization. What kid of the consequences and to what extent depends on the way of solving the conflict. Is the conflict is solved through interactive problem solving, and through participation and behalf of all participants of the conflict, then there are great chances that conflict will lead to improvement of relationships in organization and work climate as well. But if the conflict is solved by repression or winning of one side, there are great chances for negative effect on organization, to occur during post-conflict period (Rahim, (2010).

These five stages of conflict process are a frame of the research of structure of conflict and because they have a structure, conflicts can be diagnosed and controlled (Bagshaw). Development of every episode depends on combination of effects of previous conflicts and external conditions (organization is not closed system, for e.g., environment in which organization can settle lack of resources due to which conflict break out, can have good effect on conflict process (Rahim, 2010). In mentioned models, conflict starts with appearance of cause and condition, develops to manifest escalation and in the last development stage looks for suitable solution, after which consequences manifested. Therefore, most of the authors agree that due to differences in environment in which conflicts occur and characters of participants, not all stages of conflict need to occur (Lewicki, Weiss and Lewin, 2010).

Conclusion

Conflicts still interpret as outstanding event, which is manifested in form of negative emotions and different manifestations and consequences they leave behind. Since conflict is inevitable, solving conflict is important for development of organizational units and long-term success of organization. Unsolved conflicts don't go away and become more intense, over the time. Studies show that in these situations, employees cooperate less or stop cooperating completely and as a consequence of that is reduction of efficiency of work and weakening of organization. It is necessary to ensure that mangers in organizations be able to recognize the source and cause of conflict and to asses constructive and destructive potential of cause and to be trained for application of methods of solving conflicts in a practical way. Whether the outcome of the conflict is good or bad depends on strategies which are used for solving the conflict. Different situations demand different method of solving conflicts and neither of them is considered to be the best until the causes of conflicts are evaluated. Perceiving and understanding causes of conflict are the key elements of successful management of conflict. Knowing and understanding triggers of conflict eases solving and avoiding conflict. Therefore, it is necessary to be constantly focused on causes of conflicts and correct them in order to improve efficiency of group and organization.

Conflicts don't have to be negative for organization and they can produce positive result, if managed well. A certain effort needs to be done in order to ensure that causes of conflict are recognized in time (for e.g., macro-strategic approach in managing conflict which isn't focused on solving conflicts but use of its positive effects). It is important to develop organization in a direction where employees are ready to accept new ways of thinking, behavior and problem solving, which prevents appearance of personal factors-causes of conflicts in the process of managing conflicts

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