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## **ORGANIZATIONAL CONFLICT MANAGEMENT AND RESOLUTION: THE ROLE OF LEADERS**

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### **ABSTRACT**

This paper examined the role of leaders' in organizational conflict management and resolution. Conflict is generally seen as disagreement with regards to interest or ideas. In an organization where employees with a diverse interests, views, and values coexist, differences between them and the existing groups abound. The paper disclosed that conflict arise from incompatibility of the goals and interest of an organization. The paper focused on the causes, types, effect, benefits, and strategies on how to manage conflicts in organizations effectively to enhance organizational performance for goal attainment. The paper concluded that conflict influences organizations in several ways such as decreased employee satisfaction, insubordination, decreased productivity, economic loss, and poor job performance and if leaders properly manage it, it can lead to innovations, creativity and yield greater productivity for the organizations. The paper suggested amongst others that organizational leaders should adopt conflict management strategies to improve performance in their organization, besides ensuring a free flow of communication between the management and the employee as well as promote interpersonal relationships among employees to boost their morale.

**Keywords:** Conflict, Causes, Effects, Conflict Management, Conflict Management Strategies, Leaders, Job satisfaction, Organizational Performances.

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## INTRODUCTION

When people work and interact together in organizations, conflicts are bound to ensue and things do not always turn the way people want it to be. Misunderstandings occur due to the fact that things do not always go smoothly in organizations because employees are different. That is to say, organizational conflicts are inevitable element of employee relationships. Conflict is a natural occurrence in all organization, whether the organization is small or big. However, what makes organizations different is how they are able to manage and address conflicts that may arise as a result of the differences in employee's opinions and in their respective organizations.

Conflict can be viewed to be either negative or positive depending on its usefulness to the organizations. According to Fiumano (2012) and Awan and Saeed (2015), the concept conflict suggests something bad. Undeniably, management theorists have traditionally viewed organizational conflict (OC) as a problem to be avoided. When people think of conflict, they think of two people or groups of people who are involved in heated arguments. But as the workplace shapes itself to recognize and to be more accepting as a result of the diversity and differences in opinions and diversity in their policy options, they change the way they view conflict. Instead, organizations embrace conflict to be something that is valued instead of something to be afraid of.

Conflict in itself is not bad because it strengthens organizational effectiveness. However, leaders have come to recognize that though conflict can be a major problem in organizational effectiveness, nonetheless, certain kinds of conflict may be beneficial to the progress of organizations. Conflict can bring enormous benefits to employees in the organization if properly handled. In actual fact, conflict management could be seen as one of the biggest drivers of change in organizational management (Awan & Saeed, 2015; Daniel-Kalio & Ololube, 2019; Onyekwere et al., 2023). If properly handled, it can help people to be more innovative, create stronger bonds, build effective teams, establish strong working relationship and eventually improve individual as well as organizational performance. The key is to openly face the issue and negotiate a win-win outcome.

Conflict among workers in an organization is inevitable. If it is managed properly, it could serve as an agent for change and can lead to an increase to employee satisfaction and organizational performance. Conversely, unmanaged conflict negatively impacts both employee job satisfaction and performance. When organizational leaders shy away from resolving workplace conflict, this indicates that unethical behaviors are accepted from the employees thereby leading to low job performance (Ololube, 2007).

For example, and in some cases, improperly managed conflict resolution strategies by organizational leaders promotes bad or poor communication between and amongst employees, but collaborative decision-making, regular feedback, and timely resolution of conflict may promote organizational effectiveness (Awan & Anjum, 2015; Awan & Ahson, 2015). Open communication and collaboration enhances the flow of new and great ideas which strengthen work relationship, and have a positive effect on employee morale. Timely OC resolution has the potential to improve employee job satisfaction and their job performances. Awan and Anjum (2015) in addition, argued that a negative organizational climate promotes conflict and poor resolution, which may lead to poor employee behavior, job dissatisfaction and low performance. Thus, unmanaged conflict promotes dysfunctional and poor communication and ill-behavior among employees. When employees are not satisfied with the conflict resolution strategies, poor

behavior ensue on their part and this has the power to influence the overall employees' morale, which results in low productivity.

Furthermore, when employees do not have the communication skills and strategies to resolve organizational disputes, the conflict may grow and spread to others, which may likely affect employees' job performances, and in turn, affects the job satisfaction of the other staff as well. In addition to the other staff not having the communication strategies or skills to address disputes, leaders often lack the necessary skills to be effective in conflict resolution (Awan & Ibrahim, 2015). Once leaders are involved in the conflict resolution process, the measures becomes punitive and results in disciplinary action, that may contributes to greater reduction in employee morale and employee satisfaction.

In organizations, there are usually different positions and jobs specification. The employees that who occupy these positions have different perceptions, thoughts and opinions about the organizational goals. In most cases, it is extremely difficult to conceptualize the societies or organizations in them without noticing the inherent differences and contradictions thereafter, which may lead to OC. In organization a serious problem can be conflicts that are very serious. This is the bad practice that will be impossible for the workers to at the same place for work.

Organizational conflict are bound to occur in organizations because employees working together normally exhibit traces of conflict because of their background difference, however, this must be kept at a manageable level where it will not disorganize organizational activities and attainment of its objectives. Nonetheless, conflict is beneficial to the organizations when it brings about radical change in the organizational power structure, current interaction pattern and entrenches better attitude and also can lead to increase productivity (Awan et al., 2015). In most cases conflicts are functional while others are not. It affect organizations negatively when it is associated with employee job dissatisfaction, insubordination, and decreased productivity, which may lead to economic loss on the part of the organizations and its fragmentation. Therefore, it is organizational leaders' major responsibility is to provide strategies that reduces OC as low as possible, to enable the organizations attain its goals (Ehule, 2021).

## **ORGANIZATIONAL CONFLICT**

Organizations are networks of interpersonal relationships designed to reach an objective and accomplish goals. They transform inputs into the desired end-goals by putting together technologies, procedures, and people. The management system is responsible for the coordination of these resources to reach the goals. According to Ololube (2019), OC is a state of conflict that manifest as a result of perceived ideas, values and interests within and between formal organizational structure and power, including the individuals and groups affected.

To be a part of an organization or to do business is to be in conflict. Conflict is built into organizational life. OC is part of the life any organization if individuals compete for jobs, resources, power, recognition and security. In addition, dealing with conflicts is a great challenge to management. It is important to view conflict not a negative but positive way. Conflict is defined as a disagreement, a battle or to be at odds. To say the least, OC is as a result of differences in opinions or ideas. OC occur when ever two or more employees see things from different perspectives, given their education, background, upbringing, knowledge of the issue, beliefs, time of day, mood, etc. (Olukayode, 2015). OC is the differences that exist between needs, values, and interests of employees in organizations.

Conflict can be constructive, and it can be destructive. The distinction is based on how the conflict is managed. Conflict cannot always be avoided. Many positive outcomes can result from working through conflict. Properly managed conflict can help in bringing constructive change.

Conflict is any situation in which two or more parties feel themselves in opposition. OC arises as a result of interpersonal processes that occur as a result of disagreements over the organizational goals or the strategies to accomplishing the goals. Therefore, OC may be seen as expressed struggle between at least two or more interdependent parties that perceive differences in the perception of organizational goals, the scarce resources, and the interferences from the rival parties in achieving organizational goals. More so, OC are disagreement between two or more employees or teams members. Conflict occurs because people do not always agree - on goals, issues, perceptions, and the like - and because people inevitably compete.

In addition, Osabiya (2015) described conflict as a manifestation of difference between two or more persons or groups characterized by tension, disagreement, emotion, or polarization, where bonding is broken or lacking. Nwuche and Amah (2016) stated that OC manifest in a variety of ways: employees may emanate following competition with one another, jealousy, shouting at one another, or withdraw from organizational performance.

According to Osabiya (2015), OC has traditionally been seen as opposing interests that evolve following scramble for scarce resources, goal divergence and frustration. It often or might likely occurs in a situation called mixed-motive relationships, where employees have competing and cooperative interests. The competing elements here create the conflict and the cooperating elements create the incentives to bargain to reach an agreement.

Although, OC is often explained to mean disagreements that are brought about by incompatible interest about the goals and objectives of any organization, OC may likely occur even when employees have highly compatible goals. When employee's actions are incompatible, OC may exist even when their ultimate end-states are compatible.

Every organization is concerned with its organizational performance. Organizations operate in turbulent environment where they search for measures that allow them to improve their performance and competitiveness. Thus, it is very important for organizations to look and find what promotes and impedes good organizational performance.

Organizational performance cannot be achieved only by implementing the right strategies and with the right technologies but also by improving organizational climate. Conducive organizational environment is one factor that can boost organizational performance. Maintaining conducive organizational climate is one of the main jobs of the top management. One source of negative environment is conflict. Managing conflict for a better result is important.

The leaders need to identify the positive and negative aspects of conflict. Dysfunctional (negative) conflict limits the organization's ability to achieve its objectives while functional (positive) conflict supports the objectives of the organization (Indeed, 2023). Dysfunctional conflict leads to poor or low performance whereas functional conflict can improve the organization's performance. People can be motivated to improve performance by competition - a kind of conflict - if they think their way is better than someone else's.

In addition, if conflict is being handled in a cordial and constructive manner, it serves the useful purpose in organizations to improving performance (Ololube, 2019). On the other hand, when working relationships are being disrupted and the conflict has reached destructive levels, it has likely become dysfunctional creating poor performance and needs to be addressed. Adetunji and Adetunji (2018) claimed that if there is absolutely no conflict in the group or organization,

its members become complacent and apathetic. As a result, group or organizational performance may subsequently begin to suffer. A moderate level of conflict among group or organizational members, on the other hand, can spark motivation, creativity, innovation, and initiative and raise performance. Too much conflict, though, can produce such undesirable results as hostility and lack of cooperation, which lower performance. The key for leaders is to find and maintain the optimal amount of conflict that fosters performance. Nevertheless, what constitutes optimal OC varies with the situation and the employees involved.

## **Types of Conflict**

So far, it is quite evident that to say that conflict is all good or bad is inappropriate and naïve. Whether a conflict is good or bad depends on the type of conflict. Specifically, it is necessary to differentiate between functional and dysfunctional conflicts:

**Functional or Constructive Conflict:** Some OC supports the goals of the group and improves its performance with regards to functional and constructive forms of conflict (Conroy, 2023). The argument remains that OC leads to regular competition among group members and the group work harder to produce more, which is advantageous to the group and the organization.

It is viewed as a confrontation between two ideas, goals and parties that improves employees and organizational performance. One of the main benefits of constructive conflict is that it gives its members a chance to identify the problems and see the opportunities. Also, it can inspire to new ideas, learning, and growth among individuals (Serenko, 2019).

**Dysfunctional/Destructive Conflict:** These are conflicts that hamper group performance and they are dysfunctional or destructive forms of conflict in organizations (Ololube, 2019). OC are inevitable and it is equally desirable in organizations, but when not effectively handled, OC can tear the employee's relationships apart, which might interfere with the exchange of ideas, needed information and the resources available amongst groups and between departments.

Dysfunctional OC hinders and prevents organizational goals from being achieved. It usually hinders organizational performance and leads to decreased productivity. The OC orientation is characterized by the competing individual interests that override the overall interest of the organization. Sectional leaders at this stage withhold information from one another and employees at this state sabotage one another for selfish interest, either through intentional or subtle means, as such, OC disinterest teamwork (Ololube, 2019; Serenko, 2019).

**Relationship Conflict:** Exists when there are interpersonal incompatibilities among group members. These include employee's personality clashes, their tensions, animosity and annoyance (Omisore & Abiodun, 2014). In addition, relationship conflict in organizations produces negative individual emotions, anxiety, mistrust, or resentment (Omisore & Abiodun, 2014), which may lead to frustration, tension and fear of being rejected by the organization and other team members (Mottone, 2022). It focuses on interpersonal relationship. They are directly between people and may be over roles style, resources or even personalities. This conflict can penetrate and damage all aspect of an organization.

Relationship conflict can quickly demand all the attention and energy. Although, poor chemistry between individuals can exist, most interpersonal conflict tends to grow from the other five sources of conflict. In organizations, sectional leaders attempt to direct their sections but see

external circumstances differently, as such interpersonal conflict builds. However, at times, genuine interpersonal conflict may exist. This created conflict between the leader and the team, which affected performance. To find the root cause of interpersonal conflict, look for a particular bias or prejudice. Can negative emotions be overcome? An open, direct conversation is always the best way to bring issues out in the open and begin working on a resolution.

**Task Conflicts:** These are disagreements about the content of a task and work goals, such as distribution of resources, procedures, and interpretation of facts. Task conflicts include differences in viewpoints, ideas and opinions, and may coincide with animated discussions and personal excitement. In contrast to relationship conflict, findings concerning task conflict are not as conclusive. Task conflict may be associated with several benefits like improving the use of debate within teams (Mottone, 2022), which results in quality ideas and innovation (Omisore & Abiodun, 2014) and leads to better service delivery.

**Process Conflicts:** This refers to disagreement about how a task should be accomplished, individuals' responsibilities and delegation, for example, when group members disagree about whose responsibility it is to complete a specific duty. Process conflict has been associated with lower morale, decreased productivity (Mottone, 2022) and poor team performance (Omisore & Abiodun, 2014). It also relates to how the work gets done. This form of conflict centers around, the process, procedures, steps or methods used to reach goal. One person might like to plan many steps ahead while others might like to dive in headfirst. These differences in approaches or processes can lead to communication break downs and ultimately conflict.

## **Levels of Organizational Conflicts**

Conflicts may begin from any level in an organization. It may start from individual, group to organizational level.

### **Individual-Level Conflict**

Individual-level conflict indicates that human behavior is directed by needs, which guide the activities of an individual. Before joining an organization, employee's matches their needs with that of the organization in terms of salary packages or other benefits. However, if employees in any way observe any inequity in their colleague's salary packages or other benefits in the organization, this may result in conflict at the individual level. Such conflict may lead to several issues like tension, frustration, and unpleasant behavior in the employees.

### **Inter-Individual Conflict**

Intra-Individual conflict refers to a conflict that occurs between two individuals. Generally, this conflict arises due to non-availability of scarce resources or rewards. This can also occur because different people have different opinions, attitude, value system, and style of working.

### **Group-Level Conflict**

Group-level conflict refers to the divergence, competition, or clash between two groups of the

organization, such as management and staff. Group-level conflict can be categorized into intra-group conflict and inter-group conflict.

### **Organizational-Level Conflict**

Organizational-level conflict refers to conflict type that occurs at the level of the organization. These type of conflict are:

***Intra-Organizational Conflict:*** Refers to conflict that occur within an organization. Intra-organizational level conflict can be of three types, which are as follows:

***Horizontal Conflict:*** Indicates that there can be conflict between two functional groups at the same hierarchical level. It can happen because of various reasons, such as shared resources and interdependency, and goal incompatibility. For example, at times, the resources, such as printers, may be used by different departments at the same time, leading to a long queue of documents to be printed. This may result in delay in operations. Similarly, any mismatch in data and figures of the reports that are shared by two interdependent departments may also lead to conflict. Likewise, the goals of one department may interfere with the goals of another department, leading to goal incompatibility and conflict.

***Vertical Conflict:*** Refers to the conflict between different hierarchical levels, such as between a superior and subordinates. Vertical conflict can occur because of inadequate or ineffective communication and distorted perceptions. For example, if a superior delegates some responsibilities to the subordinates but fails to give clear instructions then a conflict may arise between the subordinates and the supervisor regarding the responsibilities.

***Inter-Organizational Conflict:*** Refers to the conflict occurring between two or more organizations. Organizations belonging to same industry may indulge in unethical practices and unhealthy competition because of inter-organizational conflict.

### **Sources Versus Causes of Conflict**

This section differentiates between the sources and causes of OC. The former explains the place or origin or from which OC emanates; (thus, explains the reason why conflict is endemic and inevitable), the latter explains these conditions that may warrant conflict to spring up and become an issue of concern. OC at its source may not essentially become an issue of controversy, confrontation and concern of the employees, groups or organizational level conflict is caused, however, it will no doubt bring about controversies and confrontations, which may not necessarily surface in an organization.

### **Sources of Conflict**

Two sources of OC can be identified, they include:

***Internal Sources:*** Internal sources refer to factors that are inherent within the framework of an organization. The major factor in the internal sources of OC is the opposing interests of an

organization. The divergent interests seen in most organizations bring about OC with the mindset to share what some persons call “organizational cake”.

*The External Sources:* The external sources of OC are so called because conflicts emanate from outside the four walls of an organization. It might occur due to industrial dispute that might be one sided or biased. A good example is a case where government as the third and regulatory party tries to lopsided in their negotiation to favor one party at the detriment of the other parties. Such may generate conflict.

## **Causes of Conflict**

According to Ololube (2019), OC can occur because of the following:

*Specialization:* Employees tend to become specialists in a particular job or get a general knowledge of many tasks. This may occur when most employees are specialists; as a result, it can lead to conflicts because they have knowledge of each other’s job responsibilities, for instance, the drillers in the oil industries who know much about the activities that goes on in the oil rigs.

*Common Resources:* In many work situations, resources are shared. The scarcer the resource in such organization, the greater the possibility for conflict to arise. Resource scarcity leads to a conflict because each person that needs the same resources necessarily undermines others who pursue their own goals. Limited resources may include money, supplies, people, information, etc.

*Goal Differences:* In most cases the possibility of OC increases substantially when various units in an organization have different and incompatible goals. For instance, the goal of a computer marketing manager is not the same as that of the human resource manager. The manufacturing facility may, however, be unable to meet the sales person’s promises. In this case, conflict may occur as two persons have different goals.

*Interdependence:* The likelihood of OC to occur increase with the level of task interdependence. When an employee has to depend on another employee to complete his/her task, it becomes easier to blame each other when something goes wrong.

*Authority Relationships:* In many organizations, there is an underlying tension between leaders and employees because most people do not like being told what they have to do.

*Roles and Expectations:* A role is a behavior that is expected from an employee. Every employee has one or more roles in the organization. These roles include such elements as job title, description of duties, and agreement between the employees and the organization. Therefore, when there are clashes of roles amongst employees, conflict may occur.

*Jurisdictional Ambiguities:* in this situation, when the lines of job responsibility are not certain in an organization, jurisdictional ambiguities surface. Employees have the tendency to transfer unwanted responsibilities to other employees when responsibilities are not clearly stated clearly in such organizations. Under this ambiguity situation, formal and informal rules break down,



especially superiors and subordinates when new innovations are introduced.

## **THE EFFECT OF CONFLICT TO ORGANIZATIONS**

Not all conflicts are bad and not all conflicts are good. Conflict is a powerful force in organizations and has both positive and negative consequences to the organization. Most people view conflict as a negative force for the success of the organization or in reaching common goals. Conflict can create negative impacts to a group but may also lead to positive effects. Recent researches have demonstrated that conflict help leaders confront reality and create new solutions to tough problems. When OC is well-managed, it breathes life and energy into employee relationships and makes them more productive. OC is also necessary for true involvement, empowerment and democracy. It allows employees to voice their concerns and opinions and create solutions responsive to several points of view. The result is, they become more united and committed. A well-managed OC also develops employees individually (Indeed, 2023).

By this, people become more fulfilled and capable. OC also creates channels to be able to allow employees to express needs, opinions and positions on organizational issues. Through OC, employees feel unique and independent as well as connected to their colleagues. OC stimulates employee's involvement in the organizational discussions, build group cohesion and improves the quality of decisions reached. In addition, conflict in the organization builds cooperation among the employees, encourages organizational innovativeness and improves quality decisions in resolving conflicts.

When employees are in conflict situations, it allows them to bring out their concerns, which may lead to better decision. After the conflicts must have been resolved, employees tend to work in unity and harmony, which creates a better organization. On the other hand, OC can be destructive especially if it affects employee's energies in dealing with the conflict instead of concentrating on productive activities of the organization. Sometimes, OC interferes with group process and some group members may become disgruntled and unwilling to work with others members of the group (Thompson, 2019).

Noticeably, if OC are not substantially resolved, it affects organizational performance adversely; it breeds lack of cooperation, wastage of resources and low production capacity. Furthermore, unresolved OC tend to grow into greater conflicts, and the more it grows the larger the associated problems and the more severe they become. The potential and the value of conflict also points to the challenges to manage it properly. The consequences of OC (strong relationships, individuality and productivity) are essential for organizational development. However, positive OC views are done with the understanding that it is the appropriate to contribute to organizational success (Mottone, 2022; Indeed, 2023).

## **ROLES ON HOW LEADERS RESOLVE/MANAGE OC**

There is a difference between resolving conflict and the management of conflict. Resolving conflict ends the dispute by satisfying the interests of the parties involved. Managing conflicts comprises specialized interaction that prevents disputed issues from becoming battles, and it attends to issues so as to permit for constructive relationship, even though the objectives of the issues may not be resolvable. OC resolution requires great managerial skills and strategies. According to Stewart (2019) and Thompson (2019), the goals of conflict resolution always seek

a resolution based on mutual gains and agreement. Believably, OC resolutions are not always possible or easy to handle, because in such situations leaders must manage conflict to ensure that the relationship is constructive and that open communication is needed for effective OC resolution (Indeed, 2023).

Successful OC resolution depends heavily on the ability to regulate organizational stress and emotions. During the time of conflicts, strong emotions tend to roll out, which can hurt employees' feelings. If OC are handled or checkmated in an unhealthy way, it can lead to irreparable rifts, resentments, and break-ups. In situation where leaders deal with conflict in a healthy way, it increases the understanding among people, builds trust and strengthens relationships. Therefore, leaders must deal with conflict management issues on daily basis to prevent chaos in the organization (Mottone, 2022; Indeed, 2022).

It therefore beholds on leaders to deal with the very essence of the conflict situations and in an attempt to avoid the nonrelated issues. Proactive leaders ensure they continuously communicate with their employees as well as articulate the vision of the organization during conflict resolution periods. The negative impact of OC can result to disruptive, ineffective employees and slow the achievement of organizational goals. Leaders are often challenged with navigating seamlessly through conflict. Therefore, the identification of the conflicting source using a robust assessment of the situation is essential in OC resolutions (Olukayode, 2015; Thompson, 2019). According to Indeed (2022), some of the important strategies by organizational leaders to deal with conflict management issues when they arise include the following:

**Act Responsibly:** Organizational leaders have to act responsibly when handling conflict. If leaders are not responsible, respect for the leaders may be affected in their bid to resolve conflict.

**Diagnose the Conflict:** The diagnosis of conflicts begin with a vivid assessment of the situation that gave rise to the conflict. It is imperative for leaders not to forget the major issues that led to the conflicts in the first place. The leader must make efforts at minimizing or neutralizing the conflict situations. Organizational leaders should remember that they are not in a contest and not all decisions reached will be supported by the employees. Leaders should ensure there is proof of wrongdoing before acting. It is necessary not to create unhealthy conflict resolution situations and not to wait until the situation is beyond reparation (Usendok, 2022). In situations where leaders wait too long to act, conflicting parties will feel that the leader is hesitant to act and take decisions.

**Maintain Boundaries:** Organizational leaders should assist and support one another in maintaining boundaries in conflict situations. Furthermore, leaders should possess enough self-awareness to keep themselves from crossing boundaries, because awareness of conflict boundaries helps in establishing standards to prevent further conflicts.

**Respect Differences:** organizational leaders should respect the unique features and skills of those involved in the conflicts. Nonetheless, leaders take side with those they trust the most and do not venture out to capture the diverse skills of their employees. Leader should work towards appreciating the potentials of every employee in the workplace.

**Identifying Goals:** Leaders should endeavor be careful when addressing only one party's point

of view with respect to the conflict situation. Leaders should gather enough information, develop their own self-awareness of the conflict situation, and be ready for the unexpected when the situation arises. The goal for managing conflict situations should be identified and the strategies specific to achieve the identified goal should be implemented. Leaders' strategic approach can assist in staying on course during the conflict resolution.

**Respect for All:** During OC resolution, conflicts should be resolved by considering the needs of the employees or parties affected by the conflict. In other words, for a solution to be lasting, it should meet the needs of all those involved in the conflict. A solution in whereby sectional needs are met at the expense of the needs of the other conflicting group, the resolution decision might not likely last for a long time before another conflict arise (Andreev, 2023).

**Participation and Empowerment:** Conflict resolution is based on the view that employees have right and obligation to participate in decisions that affect their lives. As such conflict resolution stresses that employees are most likely to achieve their own goals and have rewarding relationships when they co-operate. In the same vein, organizations will be more productive. This means that when in conflict, employees should consider each other as allies in helping to create a solution to a common problem rather than enemies who are to be defeated (Stewart, 2019).

**Respect for Diversity in the Views and Perspective of Others:** One of the fundamental tenets of conflict resolution is that the parties in the conflict need to respect and understand each other's needs and perspectives (Andreev, 2023). This is not only understanding and respecting people that you agree with, but also attempting to understand and respect employees that disagree, and respect their right to disagree (Rummel, 2023).

**Justice:** Most researchers practicing and writing about conflict resolution agree that it is necessary that solutions are just and fair. In conflict justice can be of two kinds: procedural and substantive (Bobot, 2010). Procedural justice means that the procedure in dealing with conflict is fair. Conflict resolution techniques are very useful in ensuring procedure justice, such as ensuring that all the parties or groups affected by the conflict are present. Substantive justice amounts to ensuring that the solutions produced are fair. This, however, is more theoretical than practical (Hargie, 2011).

## CONCLUSION

This paper reviewed pertinent literature on leaders' role in organizational conflict management and resolution, and from the discussion review made so far, it is quite evident that OC occur because of competition for supremacy, leadership style, and the scarcity of the most limited and common resources, etc. The lack of employees' proper conflict resolution in their jobs and services reduces productivity, which also affects organization in numerous ways like decreased employee job satisfaction, insubordination, economic loss, and poor performance. If leaders properly manage OC, it can lead to innovations, creativity and yield great productivity for the organizations. Thus, early recognition and detection of OC and paying attention to the conflicting parties is very germane. Negotiating with the parties involved is the best way to resolve OC as against using force. In any case, it is impossible to totally eliminate conflict in

organization. Leaders who try to eliminate every conflict do not last long, while those who manage it properly typically experience increased benefits and employees job satisfaction.

## Suggestions

The following are suggestions for organizational conflict management and resolutions in order to attain organization goals:

- For proper running and optimum productivity, leaders should ensure that staff welfare is taken into consideration;
- Leaders should ensure that conflict resolution workshops and seminars are regularly organized for their employees.
- Leaders should ensure that there is adequate interaction and dialogue in conflict resolution;
- Leaders should reduce the competition and supremacy among employees of the organization; and
- Organizational leaders should advance appropriate information dissemination system;
- Organizations leaders should create adequate room for decision-making;
- Participatory, rather than autocratic style of leadership should be encouraged by organizations.

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