Theoretical Analysis of Conflict Management in the Perspective of Urban Society

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Abstract

Regarding conflict management, the essay offers the viewpoint of urban society. Theories based on Thomas and Kilmann in response to the features of these two components, Thomas and Kilmann offered five conflict management approaches: rivalry, cooperation, compromise, avoidance, and accommodation. In order to be effective at dispute resolution, you'll need a diverse range of skills and attributes. For the classification of conflict management techniques, a two-dimensional taxonomy was developed. When it comes to conflict resolution, there are two aspects to consider: cooperation and assertiveness. Both of these characteristics are defined by a person's attempts to satisfy the needs of others when in the middle of a disagreement.

Introduction

In the phenomena of interpersonal contact and social connection between people and groups, the existence of conflict is a genuinely typical occurrence. Many years have passed since conflict was considered an aberrant symptom or event with serious implications, but more recently, it has grown to be acknowledged as a typical occurrence with both bad and positive effects, depending on how it is dealt with. Given that conflict is a natural component of human nature, it does not need to be eliminated, but rather should be encouraged in order to improve a person's capacity to live a dynamic life.

Conflict occurs when there is a breakdown in communication, a lack of mutual trust, and a lack of transparency among individuals who are engaged in the situation. In the real world, there has been a growth in the number of different social, economic, and political differences available to people. If it is not built on a smart attitude toward looking at differences, it will have long-term ramifications in the shape of conflict and even bloodshed.

As a result of job overload or untenable working circumstances, disputes are sometimes accompanied by negative human feelings such as a sensation of being neglected, misjudged, undervalued, or even abandoned. These feelings may occasionally be followed by a burst of rage. An individual who finds himself or herself in this situation will be less productive at work, both directly and indirectly, since he or she will be more prone to make errors, whether they are purposeful or not, and as a result will be less productive overall.

The responsibility for all types of communication, whether interpersonal or group-based, falls on the shoulders of individuals within the organization. The organization's communication process should be able to run smoothly in order to avoid delays in the achievement of organizational objectives (Schein, 1993). Conflicts occur when the flow of information is disturbed by impediments to clear and effective communications (Fischer et al., 2016).

Conflict Management Thomas and Kilmann Theory

Two-dimensional approaches to conflict management are recommended (1). Assertiveness is represented by the horizontal axis, whereas collaboration is represented by the vertical axis. If a conflict occurs, individuals attempt to address the demands of the other party by working together. Assertiveness is the term used to describe people's attempts to satisfy their own needs when faced with a disagreement. If the parties engaged in a disagreement want to achieve their intended conclusion, they must create and use conflict management strategies and methods. According to Thomas and Kilmann, there are five conflict management tactics that may be used depending on the qualities of cooperation and assertiveness: competition, collaboration, compromising, avoiding, and accommodating (Wood & Bell, 2008).

In order to be successful in adopting a conflict management approach, the parties engaged in the dispute must possess particular qualities. In order to be effective at dispute resolution, you'll need a range of skills and abilities.

When it comes to the existence and development of humans, conflict may manifest itself in a multitude of ways. Given the enormous spectrum of differences that exist among us, including our varied gender, socioeconomic situations, legal systems, countries, ethnicities, religions, and worldviews, conflict is an inescapable component of human existence. Conflict is a natural part of life. Human life is rife with conflict, which may be started by a variety of factors.

For the classification of conflict management techniques, a two-dimensional taxonomy was developed. When it comes to conflict resolution, there are two aspects to consider: cooperation and assertiveness. Both of these characteristics are defined by a person's attempts to satisfy the needs of others when in the middle of a disagreement. On the basis of these two elements, Thomas and Kilmann propose five different types of conflict management styles, which include: competition: A conflict management approach characterized by extreme aggression and a lack of teamwork. It is referred to as "power-oriented style" when a person exploits his or her position of strength to obtain an edge over a potential opponent. A conflict management method that promotes cooperation as well as assertiveness in the face of opposition. The ultimate goal is to come up with a basic alternative that is acceptable to both sides of the problem and that fits all of their expectations in its entirety. The ultimate objective of collaborative conflict management is to arrive at a solution that is acceptable to all parties involved (Redpath et al., 2013; Lu & Wang, 2017). The trademarks of a compromise technique of conflict management are moderate aggressiveness and cooperation, rather than the opposite. A give-and-take strategy aimed at meeting in the center of a dispute is required by both parties in a disagreement in order to reach a compromise. There is a point of convergence between the competitive and collaborative conflict management approaches. "Avoidance" is a conflict-management strategy that emphasizes a low degree of hostility and cooperation while minimizing the use of force. In this method to conflict management, the parties involved in the argument make an effort to avoid it from escalating. According to Thomas and Kilmann, there are numerous strategies for avoiding a problem or argument, including separating oneself from the situation, postponing action, or withdrawing from a confrontation that threatens and harms. When it comes to tolerating different conflict management styles, assertiveness is low and cooperation is high (Hauser et al., 2017). The decision to put the interests of the other side before one's own may be made when there is a dispute between two people.

The capacity of a leader to grasp the inner workings of a dispute is the outcome of his or her ability to communicate effectively. Culture, gender, social class, and age are all examples of differences that should be taken into consideration while attempting to resolve a conflict. Ineffective communication and coordination may emerge from a lack of consideration for cultural diversity on the part of an organization. Consequently, leaders must be able to

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recognize the emotions associated with conflict, promote constructive responses, and develop an organization that is capable of dealing with conflict effectively.

An effective conflict management method is characterized by the existence of a creative process that includes involvement from all parties involved, and it regards disagreements as a quality issue for personal and organizational progress that must be resolved. It is also necessary for successful leaders to be skilled in dealing with the emergence of emotional conflicts, which may suffocate collaboration and hinder organizational progress.

When dealing with difficulties or disputes, democratic leadership styles are more likely to employ democratic, obliging, and compromise techniques that draw attention to common interests, whereas autocratic and laissez-faire leadership styles are more likely to employ dominating and avoiding strategies, respectively. The setting in which conflict resolution strategies are used has an influence on their effectiveness (Hann et al., 2019). When the communication climate is favorable, it is feasible to use mandatory, integrated, and compromise strategies. If the setting is hostile, the alternate choice is to avoid or dominate the discourse.

Factors Influencing Conflict Management Style

Several variables have an impact on the type of conflict management utilized by the parties involved in the disagreement. The following items are included in this list:

Experience in mediating and resolving conflicts: The parties' conflict interaction process and conflict management style are influenced by their previous conflict experience and the adoption of a specific conflict management method.

The ability to be aware of one's emotions: According to Ming's results, emotional intelligence is required for efficient conflict resolution, as shown by his study. An investigation into the relationship between emotional intelligence and the integration and compromise of conflict management methods found that emotional intelligence was positively connected with both of these outcomes.

Personality: A person's personality might have an influence on how he or she deals with disagreements. In their research, Kilmann and Thomas discovered that persons with introverted personality types prefer conflict management tactics such as tolerance and avoidance, while those with extroverted personality types choose conflict management approaches such as competition or cooperation (Ome, 2013; Simon, 2020).

The culture and social systems of a firm are as follows: Members of organizations and social systems with a wide range of behavioral standards are more likely to use a wide range of conflict resolution approaches than members of organizations and social systems with a narrow range of behavioral standards.

Situations and positions of conflict

Whenever a person with a competitive conflict management style is presented with a disagreement he or she cannot win, that person will adjust his or her approach. In the diagnostic process, it is critical to first determine the boundaries of the dispute, the severity of the dispute, and the underlying cause of the dispute. It is also critical to determine whether or not the currently available resources are a hindrance or can be maximized to aid in conflict resolution. Using the information gathered during the identification phase, the data is examined to determine the conflict resolution approach that will be used, which is determined by both the scale of the problem and the conflict management style that will be used (integrating, obliging, dominating, avoiding, and compromising).

The next step is to engage in intervention. It is possible to utilize a range of conflict-resolution strategies, including negotiation and mediation, as well as arbitration, lawsuits, and even force, in order to resolve a disagreement. Interventions are chosen based on assessments of process and structural variables (Tetui et al., 2012). When it comes to conflict resolution, it's critical that the intervention be able to enhance circumstances inside the organization in which it is implemented. Examples of this are that the intervention should make it easier for people who are at odds to collaborate, and it should also make it easier for conflict resolution styles to be used in the most natural way possible. When it comes to settling conflicts, it is anticipated that this strategy will influence one's leadership style as well as the organizational culture of the company. As a consequence of this, students will get knowledge about conflict resolution techniques. It is anticipated that the intervention will have a positive impact on organizational structure in terms of hierarchies, procedures, incentives, as well as integration and differentiation mechanisms. Through the use of varied perspectives from individuals involved and the directing of the debate in a favorable direction, this method attempts to enhance an organization's capacity to settle disagreements.

An effective conflict management method is characterized by the existence of a creative process that includes involvement from all parties involved, and it regards disagreements as a quality issue for personal and organizational progress that must be resolved. It is necessary to undertake an assessment of the activities taken and feedback on the diagnostic approach for present conflicts or new conflicts after the intervention.

Urban Community Perspectives on Conflict Management

Whenever two or more individuals or groups have goals, intentions, or values that are diametrically opposed to one another, conflict is unavoidably created. In order to achieve their goals, individuals and organizations may choose to engage in interfering with one another's activities. Emerging economies' rapid urbanization has had a significant influence on both urban and rural inhabitants in the developing world. New risks have been introduced as a result of industrialization and urbanization, and traditional risk-sharing mechanisms have been dissolved as a result of these developments. When cities were established, the exploitation of rural natural resources changed, leading to additional social, cultural, and economic changes that have created dissatisfaction among many suburban residents.

There are a large number of individuals who are forced to live on a little quantity of land. Several years after establishing the reform and openness program in 1978, the government's power over economic and social institutions has eroded significantly. Farmers in rural areas are awarded long-term land use rights under the contractual household responsibility system, despite the fact that their earnings are still modest. Economic development has resulted in high rates of rural to urban labor migration as a consequence of an increase in land use change and the accompanying labor mobility from rural to urban areas as a result of this movement. devastation of the environment and territorial disputes are among the most serious issues facing the world today. In the wake of urbanization, farmers have transferred from the agricultural to the non-agricultural sectors, and agricultural land has been taken over by the government, as is well known.

People from rural areas migrate to cities in pursuit of better prospects. As a consequence of congestion, shortage of natural resources, and other environmental and social challenges, there is an increase in social friction (Percival & Homer-Dixon, 1998). To achieve urban-rural development, it is consequently critical to avoid or at the very least reduce conflict via effective risk management jornt practices. Property disputes are primarily caused by three factors: the scarcity of urban and rural labor resources, the expansion of urban land, and the preservation of rural agricultural land (Ann et al., 2015; Tianming et al., 2018). Resource conflicts may arise as a

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result of deterioration of the natural environment, competition for natural resources, and the migration of urban industry. Pollution spreading from urban to rural areas, as well as agricultural pollution affecting city water supplies, may also contribute to resource conflicts. A variety of development issues, including infrastructure building, educational resource distribution, environmental management discrepancies between urban and rural areas, rural development, and the conversion of agricultural land back to forest, may all result in development conflicts. The relationship between urban and rural conflicts is investigated in respect to three major categories of conflict: property disputes, resource conflicts, and development conflicts. For land use policies to be effective in reducing urban-rural conflicts, they must be developed within frameworks that take cultural, political, and structural aspects into consideration. The conflict between urban and rural areas is defined by three basic types of conflict, all of which are intertwined.

Conclusion

Based on the characteristics of these two components, Thomas and Kilmann developed five conflict management approaches: competitiveness, cooperation, compromise, avoidance, and accommodation. An important characteristic of effective conflict management is the existence of a collaborative creative process that engages all parties involved. Autocratic and laissez-faire leadership styles are more prone to adopt domineering and avoiding methods than other leadership types, according to research. An effective conflict management method is characterized by the existence of a creative process that includes involvement from all parties involved, and it regards disagreements as a quality issue for personal and organizational progress that must be resolved. Overcrowding, shortage of resources, and other environmental and socioeconomic challenges cause rural communities to migrate to urban areas, resulting in an escalation of social tensions. The relationship between urban and rural conflicts is investigated in respect to three major categories of conflict: property disputes, resource conflicts, and development conflicts**.**

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