ROLE OF MANAGERS IN SOLVING CONFLICTS IN THE ORGANIZATIONS

ÖRGÜTLERDE ÇATIŞMANIN ÇÖZÜMLENMESİNDE YÖNETİCİNİN ROLÜ

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ABSTRACT: Conflict means a clash of opinions in the simplest term. It is clear that clash of opinions will be everywhere if human is there and this will cause conflicts. In that case, it is possible and should be expected there will be conflicts in the organizations in which many different people work together, have different cultures and world views, with different education and equipments, different expectations and purposes. Firstly, this study defines conflict and conflict in the organization. It tries to emphasize the importance of the issue of conflict in the organization by focusing on reasons, sources, types and phases of the conflicts. The cause-effect relations are examined and suggestions for both managers and academicians are provided.

Keywords: Conflict; Conflict in Organizationl Solving the Problems; Role of Managers in Solving Problems

JEL Classifications: *M10, M120, M140*

ÖZET: Çatışma, en basit tanımı ile fikir ayrılığı demektir. İnsanın olduğu her yerde fikir ayrılıklarının yaşanabileceği, bunun da çatışmalara sebep olacağı aşikârdır. O halde birçok insanın bir arada çalıştığı, farklı kültür ve dünya görüşlerinin olduğu, farklı eğitim ve donanımlara sahip, farklı beklentiler ve amaçlar içerisinde bulundukları örgütlerde çatışmaların olması olağandır ve beklenmelidir. Bu çalışmanın başlangıcında çatışma ve örgütte çatışmanın tanımı yapılmaktadır. Çatışmaların sebepleri, kaynakları, türleri, evreleri üzerinde durarak örgütte çatışma konusunun önemi vurgulanmaya çalışılmaktadır. Örgütte çatışmanın fayda ve sakıncalarına değinilerek yöneticinin tercih yapmasını kolaylaştırmaya çalışılmaktadır. Çalışma boyunca sebep sonuç ilişkilerine değinilmiş, yönetici ve akademisyenler için öneriler getirilmiştir.

Anahtar Kelimeler: *Çatışma; Örgütte Çatışma; Çatışmaların Çözümlenmesi; Çatışmanın Çözümünde Yöneticinin Rolü*

1. Introduction

In our daily life, the conversion of our different thought into conflicts is unavoidable. When these conflicts are experienced by the people working for an organization to perform an organizational aim and who are the basic elements of this aim, itp is called the conflict in the organization. The aim of this work is to evaluate the conflict in the organization in detail. The conflict in an organization will be defined by making explanation about them. By explaining the types of the conflicts, we will try to figure out who may live conflict. We will press the subject of having a background about the importance of the event for the administrator who has an aim to solve the problem by distracting attention. We will examine the conflict in such a way that we will see not only its advantage of it but also the disadvantage of it,

moreover both bad side and the good side of the conflict will be told. The administrator has a vital responsibility for finding a solve for the conflict. The steps that have to take by the manager who has the power and responsibility will be examined. The approaches and methods of finding a solve for the conflict will be put in a turn and the manager will perform the different sides, the type of the conflict, the phases of the conflict and the subject of the conflict by selecting the best solution for it.

2. The Factors That Cause Conflict in the Organization

All livings in the earth have been in the struggle to live and sometimes have conflict with other things. When an organism comes across a handicap to meet its own needs, a trouble and its anxiety occur. From the viewpoints of these people, the conflicts are the events that stem from both his physiological condition and socio-psychological condition. The conflict is a complex situation stemming from the differences of opinions (Eren, 1984:449). Early definitions of conflict had focused on a wide variety of different phenomena, for example, Pondy (1967) had sorted these definitions into several categories: antecedent conditions, emotions, perceptions and behaviours (Thomas, 1992:265). With its simplest definition, the conflict means ' the that arises from the difference of opinions and views' (BSTS…, 1981). According to Van De Vliert, conflict management is what people who experience conflict intend to do as what they actually do (De Dreu, 2001). The conflict that we can live in every second of our lives may stem from various causes. There may be social, psychological, economic reasons that cause us to think different and characteristic specialties, families, the people around us, the level of education or cultural background. Most authors have accepted managerial grid as five category scheme (Van de Vliert and Kabanoff, 1990). The individual ones is the smallest part of the people has to take a side against to the other groups or other countries. Therefore, the one who is always in the environment of conflict is always related to the effects of the conflicts. Thus, the individual that is present in a conflicting environment every second also deals with the results that the conflicts caused. Accordingly, the conflict in its widest sense represents the handicaps and disagreements based on the logical statement of the sources or communal positions and changing value judgments resisting an every case, the mutual adverse relationship.The conflicts, from the angle of an organization, can be defined as the events that stems from the problems of working together and prevents the employees from doing the things they have to do. The conflict can stem from not only the members different thinking style but also their benefits that congruent (Eren, 1984: 449). This situation affects the studies done by the employees of the organization and its productivity. Classic and neo-classical organization theories are beside of thought that the conflict should be solved when it appears because it sees the conflict as a case threatening the life of the organization. However, in modern organization approaches, the existence of the conflict is accepted, and it is stressed that the conflict is unavoidable. The important thing is to be able to make use of the conflict (Koçel, 1982: 313). As Rahim (2015) mentioned, the management of organizational conflict involves two substantial points: (a) maintenance of a moderate amount of conflict at intrapersonal, interpersonal, intragroup, and intergroup levels, (b) enabling the organizational members to select and use the styles of handling interpersonal conflict so that various situations can be effectively dealt with. The management of organizational conflict involves the identification and intervention of conflict at various levels. The identification indicate the needs for intervention,

the necessary type of intervention. On the another hand, there are good effects these organizations may provide. Although it is rarely met, the conflicts cannot be seen by the members of some organizations. In these organizations, it can be said that the employees have homogeneous characteristic specialties and they are in harmony with the angle of their characteristic styles. Effective groups or teams know how to manage conflict so that it makes a positive contribution. Less effective teams avoid conflict altogether or allow it to produce negative consequences that hamper their effectiveness (Amason et al., 1995: 21). So, we can say that conflict is one of the products of people's social differences. However, we have to add this to all the things said above . The appearance of the alternative of decision and behaviours, increase the capacity of mental activity, strengthen the creativity, help the modern organization to stand alone and increase their knowledge (Eren, 2010: 563).

3. The Reasons of The Conflicts in the Organization
The conflicts between the members of the organization, The existence of both the persons' and the groups' different understanding styles and also their different aim is among the reasons for the conflict. Besides, the uncertainty of administration and the absence of authority, communication problem and using the advantage of their statues cause to damage their working orders. Dissensus in managers' perceptions about the need for change creates strategic role conflicts within individual managers and between managerial roles (Floyd and Lane, 2000: 154). The conflict should be taken under control in organizations. When the conflict isn't directed in a good way , the hostility between different groups , uncertainty, quarrels , the prevention of success , suspicion , lack of trust and the benefits of colliding with each other may be seen (Tutor, 2004: 249). Moderate level of conflict is useful for individual and group performances. However, the stress that cannot be taken under control and the extreme level of stress may be the basic reason of the conflict in the organization. Weiss et. al. have stressed various behaviors manifested by team members during conflict in their study. Further, they researched on five conflict handling modes to describe conflict management in organizational work groups such as avoidance, accommodation, competition, collaboration, and compromise (Weiss, 2001).

March and Simon are the two philosophers who examine the reasons for the conflict in the organization from the angle of the analytic level. According to these philosophers, the resource of the conflict in the

Organizations and the reasons of it can be stated as three main topics. These are (Eren, 2010: 563);
1) The conflicts stemming from the addiction between the members in the organization,
2) The conflicts stemming from the differences in the members' aims,
3) The conflicts stemming from the differences of the members' thinking style

4. The Addiction Between The Employees in The Organization
There may be some problems with the conflicts that stem from the organizational responsibility. Firstly, the problems proceed from working together and using of the insufficiency of sources. As a second, giving an award in a competition environment or the differences between individual aims and organizational aims may be a problem. Finally, it should be counted the basic reasons behind the differences of understanding style are the differences of acquiring knowledge and sharing it , the

differences in the departments ' aims , the differences stemming from the manager and the differences stemming from the the view of the members of new information and technology . The sources of the organizational conflict are summarized by Bryans and Cronin (1993) as below:

1) The differences between mutual and individual targets
2) The differences between different departments and group in organizations
3) The conflict between formal and informal organizations
4) The conflict between the manager and the employees
5) The conflict between the employee and the job
6) The conflict between the employees

The abundance of the resources that constitute the reasons for the conflicts cause the appearance of the types of the conflicts in the organization is significant for finding the reasons of the problems stemming from different thinking styles.

5. The Conflict Types in an Organization

According to Katz , there are three types of conflict: The first one of them is the functional conflict stemming from various systems. Such conflict's basic reason is that the employees put forward different aims and make groups around different thinking styles. The main reason of such conflict is the conflict between functional departments. Organizational conflicts are the last form of the hierarchy conflict. (Genç, 2007: 273). Between the members of the organization, It is the possible there is a conflict between employees or the groups; the members and the manager. These group symbolizes the teams that are permanent and temporal members of it. If the need arises from the conflicts of the organizations from to another, this may be the simplest definition of competition. It is a type of conflict that stems from conflicting interests of the business managements that carry out the same or similar transactions within the same industrial branch. There are various groups by which the organization is involved in an interaction naturally. Among these groups, we can count the government, other operations namely their rivals, suppliers, their clients or other political, technical, cultural, economic systems. It is also possible for the organizations to conflict with these groups. According to Keashly et. al. (2011) conflict may be defined as *"interdepence between the parties, i.e. each has the potential to interfere with the each other"* and *"perception by at least one party that there is opposition or incompatibility among the parties or concerns"*. Each of these may be counted as factors to create a conflict or cause difference of opinions in terms of the organization. Conflicts and their consequences may harm the organizational structure and climate directly; the perceived level of conflict is the key factor to evaluate the process. New products and technologies can affect the whole system (Dyer and Song, 2015). However, our study as a whole examines the types of conflicts namely the conflicts that the people have conflict with each other or with the managers within the organization. If we consider the order: the conflict between the people, the conflict between the groups, conflicts between the departments, hierarchical conflict, horizontal conflict and functional conflict. The conflict between the people: it can be said that this is the type of conflict that is most seen in the operation. It is almost impossible to end up with conflicts in an environment where there are human groups that have different personality features, different cultures, education levels, families, environmental structure and equipments. Conflict is inevitable at a point where the opinions are different, the expectations are different or the personal interests come to the forefront. Conflict

between the groups: even though the conflict between the groups are generally seen among the groups that dependent on the same department managers, it is seldom seen that the person conflicts with the whole group in which he/she exists.

The conflict between the departments: It is the occasion where managers who are present in an organization to fulfill some specific functional duties conflict with each other.

Hierarchical Conflict: This is a horizontal conflict that happens between the superior and the subordinate in the organization. Though there is chain of command in each foundation, there may sometimes be similar problems between the superior and the subordinate, the superior and subordinate may now get on well with each other about every topic and there may arise conflicts between them (Genç, 2007: 274).

Horizontal Conflict: It is a type of conflict that is seen among the workers of the same levels. There may arise disagreements, inconsistencies or conflicts on the occasions where the personal desires, objectives or expectations come to the forefront, where there are differences between the emotions, opinions, and actions.

Functional Conflict: The functional conflicts in the organization more frequently take place between the managers of executive units and the inspectors, advisors, and experts. Because, the staff is in the organization complain about the non-practise of their suggestions, functional conflicts may arise between them (Genç, 2007: 27).

6. The Drawbacks and the Benefits of the Conflict
The negative environment that the conflict created in the organizations cause a high stress between the workers. This stressful working environment affects both the parties of the conflict and the general balance of the organization. It is not only has serious effects on motivation and performance but also achieves efficiency and activity. Any kind of resource of stress results in two alternatives, one being beneficial and the other being harmful. While the stress is harmonious and beneficial leads to more effective performance in the work, inharmonic, harmful and non-functional stress is an undesirable occasion because of its effect on the performance. These two differences should imply the meaning that stress always causes weak performance in the organizations the high performance that moderate stress is always a desirable occasion in the organizations (Mc Afee, 1987: 365). If the conflicting environment stress a kind of inner power that increases competition in the organizations, this the organization will acquire the benefit of the conflict and the stressful environment that it creates. This moderate conflicting environment will enable the workers to be more ambitious, determined and hardworking. The adverse effects of the conflict on the performance can be lined up under two titles that are personal and organizational. The effects of the conflict on the personal performance can be specified such as communication problems with the other workers and clients, not being able to concentrate on the work and being able to organized, difficulty of making decision, lack of motivation, the decrease of the problem solving skills and lack of vision. The effects of the conflict on the organizational performance may be the ones that follow: Increament in the rate of turnover, the increament of the discontinuations, increament the rate of making mistake, decreament of dependency on the business management, the decreament of team

spirit, the decreament of customer content, the decreament of productivity etc… So as to specify the importance of the conflict, it will be useful to mention briefly about the positive results that the conflict will provide to the organizations.

- At the end of the conflict, the parties will exhibit all of their creativeness so as to prove the rightfulness of their viewpoints. New ideas will appear and the organization management will have opportunity to benefit from these.
- The tendencies to research for discovery and approaches will increase and findings to support the new proposals will be obtained.
- The organizational and personal problems that have not been handled for a long and so haven't been resolved, will be examined and the attention for the resolutions will be drawed to these problems and thus the results will be obtained and tension will decrease.
- Many problems that affects organizational efficiency and leads to activity in a negative way will come forth from the obscurity, the tension, interest will increase the motivation by coming together.
- The conflicting parties will have the chance to assess their knowledge, capability and capacity with the conflict. At the end of this assessment, they will also reach the opportunities to take the necessary precautions to meet these (Genç, 2007:278).

When the beneficial and objectionable parties of the conflicts in the organizations are evaluated, it will be more correct to determine a course of action according to the more predominant party. If the results that the conflict caused to constructive effects and stay in acceptable dimensions, the organization will allow the conflict to increase the competition, performance, and efficiency so as to get the maximum profit. When it deviates and distorts the operation of the organization, the performances and motivation of the workers, the climate of the organization or the main purpose that it tries to realize, the managers of the organization will make a decision. There are different viewpoints at this point. Namely, the management of the conflict in the organization or the solution of the conflict are the two possible options. If the organization does not desire to effect the beneficial sides of the conflict, it will resort to manage the conflict not to resolve or prevent it. If the conflict got out of the acceptable limits and started to give harm to the organization at a large extent, resolving the conflict will be a correct action to take.

7. The Role of The Manager in The Resolve of the Conflict

In today's world, the most precious source of an organization is the human resource undoubtly. For this reason, during the process of change and development, the evaluation of human resources in all management activities in the most effective and efficient ways has become more important than all the other studies (Şimşek 2007;209). It is necessary for the manager to cease the conflicts between the people and to head for resolving the conflicts in the name of using the human resources efficiently and effectively. Strategic decision-making influences organizational performance. However, close examination of this relationship reveals a subtle paradox. It appears that the products of strategic decision-making, all of which are necessary for enhanced organizational performance, do not peacefully coexist. Conflict seems to be the crux of this conundrum (Amason and Schweiger, 1994: 239). If resolving the conflicts in the organizations became inevitable, at this point the manager has to interfere with the opportunity of the correct route map and correct prescription. The manager who is responsible for the correct operation

system. Either because of the personal reasons or organizational reasons, the workers should not be let to create a conflicting environment that can give harm both to themselves or to the organization. Not matter what kind of regulation is made, it is not possible to annihilate the negotiation such as personality and role conflict. However, only if the manager can foresee what kind of negations will show up and cases or he/she can know how to make a value analysis based upon what kind of events he/she will increase the efficiency of the management (Erdoğan, 1990: 29). There are some prominent analyzes that a manager who wants to resolve the conflicts should primarily do. Who are the conflicting parties? What are the reasons? What are the phases of the conflict? Moreover, which stage does exist in it? Moreover, which conflict stage does the organization exist in? What are the positive effects and negative effects that the conflict has had on the business organization, which of them take precedence over the others? Can the conflict be managed? Can it be prevented? What are the solutions fort he conflicts? The manager who can answer these question with adequate and valid information can now make decisions more correctly, and the effort to resolve the conflict in this way can be fictionalized on a more reliable ground.

The conflict does not become out of a clear sky and win through. It grows mature by going through different phases. We can explain these phases briefly as following:
- First Phase: This is the phase of waiting and foresight. The manager foresees that different opinions will be manifested due to the reasons that may cause conflicts and awaits.
- Second Phase: The symptoms of the conflict become evident slowly. The indications with respect to that conflict, hardships will show up rear their ugly heads.
- Third Phase: This is the phase of open-ended interview. The change is mentioned for all of the world the questions are asked and dissents or namely collisions (difference of opinions) become apparent.
- Fourth Phase: The subject of the conflict is discussed in this phase.
- Fifth Phase: The parties finally made their positive or negative decisions regarding the problem. The struggle has began. Either one will win and the other will be defeated or a mutual solution will be achieved. The involvement of the manager in the conflicts will vary in line with the phases. The active involvement will be made in the first phase while the least active one is done in the fifth phase (Bingöl, 1990: 197).

Seeing that which phase is the conflict present, the manager should choose to prevent the conflict or annihilate it in accordance with the phase that the conflict is present in. If conflict is moderate, the profits that the business organization will obtain from are not adequate from the viewpoint of the manager, he/she can deem to preventing or annihilating the conflict more profitably. Within this scope, these are the methods he/she can resort.

According to Genç, The methods that prevent and annihilate the conflicts in the organizations are:
a) Eschewal and commitment. This attitude adds up to ignore the conflict. The manager does not become a party evidently and doesn't get involved in the conflict directly. The decisions regarding the conflict are retarded. It is beyond

any doubt that such a method does not resolve the conflict but it can be profitable in the short term.

b) Freezing. The water awaits until it calms down a bit. In this case, moderation method is used. By this way, decreasing the differences between the groups the emphasis that all the groups have common benefits. By determining more important purposes, a struggle is made by the parties to incorporate and cooperate for the same purposes in question by making the parties forget the differences between themselves.

c) The approach to resolving the problem. By this method, the conflict is given a hard time without hesitation. The manager enables the conflicting parties to discuss the matter for all of the world to see by making them confront each other. This method is very useful especially for those conflicts that stemmed from a lack of information and communication.

d) Moderating. This way means downscaling the conflict by bringing the collective benefits or differences between the parties of the conflict into the forefront. The manager thus leads the conflicting parties to moderating and compromising. For example, one way is that the manager approaches conflicting parties by saying 'we are a family' moderates the parties.

e) Using power and authority. This means the resolution of the conflicts by using power, authority and jurisdiction of the manager. The manager that follows this method says 'I am the manager here, and this will be as I want' and this resolves the problem. It is beyond any doubt that this decision may not bring the parties to an agreement, but it ceases the conflict.

f) Setting an objective. By setting more important, effective and comprehensive purposes than the purposes of the conflicting parties, by putting aside the differences between the conflicting parties, this method enables the parties to unit together in accordance with these purposes.

g) Making a concession. By this method, it may have power to strike a balance by making a sacrifice for their purposes. In this way, no party prevails. Both parties reach an agreement by making concessions.

h) Changing the persons. The prevention of the conflict may be ensured by assigning which become a party to conflict to other units. This method can be used in conflicts that harm the organization and bear only negative results.

i) Changing the organizational relations. The rearrangement and development of the organizational relations decrease the conflicts within the organization.

j) Punishing. At a certain point when the conflict brings damage to people and the foundation, the ones that caused the conflict may be punished.

k) Mediation. Assigning an expert as an arbitrator between the parties, making them arbitrate and preparing in an agreement environment between the parties may be useful so as to prevent the conflict.

l) Competition. Implementing the parties the approach of 'win or lose', playing power games, pushing them to knuckle down are some of the competition methods.

m) Collaboration. Being willing to resolve the problem, confronting with the differences and exchange of ideas, seeking for coalescent solutions, finding out the cases as a result of which everyone will be profitable as factors of collaboration method. (Genç, 2007: 278).

We examined the conflict analytically, we discussed its sources and types however, the thing that is more important than these is the management of the conflict, in other words, the annihilation of its adverse effects and its resolve. It is not wrong at

all to specify that many methods have been put forward about its resolution or each of them has a separate technique or his or her activities show differences. The approaches about the resolution of the conflict in the organization are as following (Eren, 2010: 575):

    a) The approach of ignoring or being indifferent
    b) Retardation approach
    c) Persuasion approach
    d) Smoothing over approach
    e) Casting lots approach
    f) Resolving problem approach
    g) The decision of a third party (arbitrator)
    h) Political approaches
    i) Bargaining and Making mutual concessions
    j) Voting method
    k) The method of assessing the effects of the conflict
    l) Holding method
    m) The discovery of new opportunities
    n) Taking organizational precautions
    o) Other issues to pay attention so as to decrease the negative results of the conflict.

Researches in social psychology and organizational behavior have proposed models that reduce the myriad tactisc of negotiators and managers have several basic styles in the conflict management (Morris et al., 1998: 731). In the approach of ignoring and being indifferent, the manager believes that the parties will reach to an agreement before the balloons go up. He/she may not want to act as an interventionist or he/she may not be aware of the seriousness of the problem yet. This approach may be a correct one to choose in cases where the parties are moderate and insightful. In the retardation approach, the manager is aware of the problem and its seriousness, but he/she conveys this to the parties, but doesn't want to interfere in and gives a chance to the parties to find out a solution among themselves. In this way, the parties are made more willing to resolve the problem about a problem manager knows. In the persuasion method, by giving the conflicting groups or parties much more superior purpose or duty that may make them forget their conflicts, they're in a harmony and units is ensured. In the smoothing over method, the parties are enabled to think in a longer term and a larger scale by making them away from the short-term conflicting interests. In this way, the parties are tried to be smoothed over by emphasizing that the environment in which they work is not necessary at all. In the casting lots approach method, if the manager grants rights to all of the parties, he/she will bring forward that they will have chance and bow their inevitables. One of the parties will loose while the other oneis winning, it is necessary for the manager to run the risk of this. In the resolution, the manager puts the parties together so as to discuss the problem of conflict in details. They are asked to explain the subject down to the last detail, in this way the reasons that are deemed to have happened because of the lack of communication or misunderstandings are resolved more easily. In the approach of the decision of a third party (arbitrator), if the parties can't get on well with one another, the decision that a third party that has the trust of both parties should be involved and take a decision is made. It must be guaranteed that this third party will be objective about the decision he will make, and the parties will conform to this decision he/she makes. In the political approaches, the manager explains that he will support all of

the parties in the long term. The promise that an opportunity on a new another subject will be given if any step backward is made in the subjects that caused the conflict is made. In this way, the emphasis that the parties not only lose but also win is highlighted.In the retardation method, by increasing the workloads of the workers or the personnel, the managers tries to hold them busy and decrease the conflicts. They are ensured to find no time to conflict because of working. In the method of discovering new opportunities, the manager leads to annihilate the conflicts stemmed from the scarce resources. By increasing financial sources, the employment of new personnel, the designation of new machine and equipment will decrease the conflicts. In the method of taking organizational methods, the manager lead to a change in the definitions of duties in an attempt to keep the conflicting parties away from each other or prevent them from having business relationships with each other. The parties in which the change of authority or responsibility and that deal with new kinds of the scope of works are ensured not to conflict. In the voting method, the parties explain their ideas in front of a group that they think is objective, and the group that is now vested in the conflicting subject supports the party it deems rightful on condition that they vote. Thus, the resolution of the problem is made in a democratic way. In the method of assessing the effects of the conflict, the parties continue to their conflict no matter what the manager is mentioned about and what the destructions that they caused costed the organization and it is expressed that they will be punished if they go on to their conflict. In this way, the parties are waited to cease the conflict among themselves. This approach is also called as a approach of using force. In the method of holding, by increasing their burdens, the manager tries to keep them busy and thus tries to decrease the conflicts. It is ensured that they cannot find any time left from working to conflict with each other. In the method of discovering new opportunities, the manager aims to annihilate the conflicts stemmed from the scarce resources. Saving financial resources the employment opportunities, the designation of new machine or installation will decrease the conflicts. In the method of taking organizational precautions, the manager will change the definitions of the duties. The parties that deal with authority, change of responsibility, and new issues are ensured not lead to conflict.

The other issues to pay attention to decrease the negative results of the conflict are that in the conflicts that stemmed from the fact that the people doesn't know each other or there was a lack of communication, the environments where the parties could get to know or communicate with each other better are arranged. By using the organization development techniques, the parties are ensured to be close socially, as well. The subject of the resolution of the conflicts in the organizations is wholly under the responsibility of the manager, and it can also resolve with its managerial skills. If the issue that caused the conflict is a kind of issue that could be resolved between the parties, it will already have stayed as a minor issue that an be solved easily by changing into a conflict. Being compulsory to put a brave face on the destructions that the conflicts in the organizations cause, the manager determines the most appropriate method or approach to ensure the resolve immediately in the correct way and then puts it into practise.

8. Conclusion
The differences of opinions that we can have in the relationships between the people drag us into conflicting environment. One of the places where these difference of

opinions that we may have any topic anywhere are found in the organizations. Organizations are places where many people who have different features are clustered together so as to realize the same purpose. It is inevitable to have a difference of opinions in any place where there are so many differences among opinions. These differences of opinions are called organizational conflict or conflict in organizations.

There are a few ways for a conflict in the organizations. It could be between the workers or the managers just as it could be among the persons, groups, and departments. At first the sources of the conflict must be examined so as to understand the reasons for the conflict. The phases of the conflict and the damages or destructions it caused are evaluated. Just as the problems that the conflict cause give harm to the people, they also give harm to the manager and the business management to a large extent. It gives harm to motivation and performance decrease, to the operation, activity and efficacy of the organization. The fact that the people or groups that come together to enter into personal debates and conflicts that are effective enough to give harm to the organization is not acceptable. However, if there is a conflict that increases competition, that creates synergy annihilates the justice or decreases monotonousness, this is ignored by the managers, or it can even supported by them. Otherwise, a conflicting environment that will give harm to the organization is not let by the manager and a struggle is made for it to be resolved.

The solution authority of the conflicts is the manager. It is the primary duty of the manager to enable workers to work harmonizingly around the common values. By examining the conflicting parties, the subject of the conflict, the sources and reasons of the conflict, the manager determines the most appropriate method and puts it into practice. Sometimes more than one method may be put into practice suddenly or in an order. Finding out the fastest, the most effective and correct solution is the managerial skills of the manager. However, it is important for the manager to pick up the subjects of the conflict among the objective and correct sources because this is the only way for an objective evaluation. The fact that the manager is neutral and provides a convenience for the decisions he makes the acceptance of the parties about these decisions.

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