

## **A Study on Conflict Management towards Emerging Role of Teams in Multicultural Organization**

<sup>1</sup>S.Vidhyasagar, <sup>2</sup>J.Richard, <sup>3</sup>C.Somasundaram

<sup>1</sup>Asst Prof JKKMunirajah College of Technology Gobi

<sup>2</sup>Asst Prof JKK Munirajah College of Technology Gobi

<sup>3</sup>Asst Prof JKKMunirajah College of Technology Gobi

**ABSTRACT:** *Responsibility of Multicultural Teams (MCT) in cosmopolitan troupe has worth in the at hand day globalized planet. The value of the multicultural band is accredited not no more than higher-ranking executive and administrative but also by the workforce. on the other hand confident coupled dysfunctional divergence hamper the concert of MCT's.*

*This learning revolves roughly the middle concern of conflicts predisposed by individual's civilizing morals. To tackle the concern, couples of theories in the narrative have been used to establish the expediency and the production practices to categorize the mentioned difficulty and its renovation. Speculation of intercultural aptitude and presumption of negotiating authenticity have been considered in this view and their relative scrutiny is finished in the glow of comment obtained from the community region.*

### **I. INTRODUCTION**

With the beginning of globalization conversion is spectator in approximately all hesitation of production. Associations are attend to the dispute of globalization by responsibility an alteration of their established ways of implementation. Teams are considered to generate competent and valuable effort. The conventional collaboration has undergone renovation all the way from side to side entrance of citizens from assorted traditions. This enlargement has a manifest achieve upon team and their process. At the present these teams of the globalized period are not only allowed to administer conventional group tasks and their assortment complicated thereof i.e. variety by way of observe to demographics and efficient environment, except in addition to handle the supplementary duty of civilizing mixture or multiculturalism in teams. Corporations in the region of the globe are gradually more relying in the lead multicultural teams to construct and lope original creation services, generate innovative commodities, enlarge new-fangled selling strategies and so forward. Appelbaum et al. (1998) argued that, with the globalization of skill and improvement of expertise, multi cultural duty crowds will develop into extra general. Persons starting dissimilar ethnic and national backgrounds will require to job jointly in a confined place of work, a worldwide business or an intercontinental association. Ethnic and national collaboration will develop into a decisive element of our every day subsistence. These changes will generate an innovative situation in the place of work, which will necessitate a deep-seated revolutionize in administration techniques. Distefano and Maznevski (2000), in addition talk about in their dispute that, "today's financial system more and more necessitate citizens to work together in groups annoyed ethnically and geologically. From time to time group associates are all positioned in the similar substantial situation. Additional and extra regularly, they are spotted crossways a metropolis, a nation, or the sphere. This squads should generate noteworthy aggressive improvement by carrying mutually dissimilar information, pools of information, and move towards load employment".

Associations more often than not reimburse additional take note of to description through observe to demographic and work-related characteristics in team, while description with monitor to edifying standards are frequently invalid all jointly or controlled to a slight position. In actuality the function so as to civilizing ethics participate in team has supplementary probable than characteristic associated to work and demographics since morals are additional sturdily adhered to.

According to Shapiro et al. (2005), multicultural group members' profoundly whispered enlightening standards will be additional expected to influence their behavior, and therefore their team's presentation than their exterior level-attitudes (demographic based typecasts). Multicultural Teams are ordinary to make a payment in the direction of the required aspire of attractive group effectiveness. Groups based ahead multiculturalism contains their related compensation and difficulties. Competence within teams can be comprehended by acknowledgement of together qualities and demerits of multicultural groups. A number of the merits-demerits, according to Steers & Nardon, (2006) are as chases:

## **II. QUALITIES AND DEMERITS OF MULTICULTURAL BANDS**

Qualities with respect to

- Worldwide advertising: Frequently enhances accepting of universal Marketplace.
- Originality and trouble resolving: Commonly supplementary imaginative in just beginning information and explanations.
- Consideration distant marketplace: Frequently augments consideration of international advertises.
- Supervision workforce: Repeatedly enhanced sympathetic of transnational workforce” (Steers & Nardon, 2006).
- Divergence (creative): These are based in incongruity in excess of the revenue to an end or greater than the end themselves (Appelbaum et al. 1998).

Demerits with respect to

- Collection cohesiveness: Repeatedly extra difficult to enlarge intimately join collections.
- Executive efficiency: Regularly acquires longer to construct verdict or attain conformity, but ensuing decisions are frequently extra pragmatic and inclusive.
- Point in time to functioning: Achievement tactics can obtain longer to put into practice.
- Employment practice: Dissimilar job practice can direct to divergence and misinterpretation”.
- Disagreement (Critical): Associates frequently turn out to be polarized and protect a non to be discussed location slightly functioning out a practicable clarification.

## **III. PROBLEM DISCUSSION**

To struggle in the globalized world concern require familiarizing yourself them to the eternally growing exterior situation. The capability to take action to varying circumstances determines the capability of certain to struggle in this period of ambiguity.

Multicultural teams are shaped to improve the competence of an association by making efficient use of the assortment of point of view. But this occasion also demands a considerate gratitude of group members’ diverse civilizing morals. On the opposing cancellation of civilizing morals of team associate exposes a group to a collection of disadvantage.

Among some of the disadvantages mentioned above, the generation of a destructive conflict is a major obstacle which undermines the efficiency of a multicultural team. According to Appelbaum *et al.* (1998) “destructive conflicts are expression of aggression in which the sole end is to defeat or hurt the other. Participants in these conflicts serve their own interests by undercutting those of the other party”. Years ago Lewis Coser (1956) argued that “because non realistic conflicts are oriented towards the expression of aggression, force and coercion are the means for resolving these disputes”. Appelbaum *et al.* (1998) further describes that the parties in destructive conflicts are very less flexible because their main purpose is to defeat and led down each other. Destructive conflicts interactions are more likely to run for long periods and are likely to have uncontrolled escalation cycles or prolonged attempts to avoid issues. This may result in lack of cooperation among team members. In destructive conflicts the interaction among participants is premised on participants’ belief that one side must win and the other must lose, rather than generating a win-win situation. In other words animosity among participants in destructive conflicts badly affects the performance of the team.

## **IV. MULTICULTURALISM / CULTURAL DIVERSITY IN ORGANIZATIONS**

“During the 21st century, one of the most important trends is affecting the workforce is an increasing diversity” (Lavaty and Kleiner, 2001). Due to globalization the national boundaries have blurred, this development has witnessed a huge influx of workers towards developed countries in search of economic opportunities. “As the world is shrinking through globalization, more and more people live and work in foreign countries and thus they continually come into contact with the people coming from very diversified cultural origins, involving language, norms, lifestyle, etc” (Zakaria, 2000; Montagliani). This new development i.e. entry of a work force from different national cultures is also accompanied by its associated problems. This way to manage this work force i.e. a multicultural workforce is different from the traditional way of managing a homogenous work force. “Improvement and management of the people on a global scale inevitably requires dealing with cultural diversity and the problems regarding this –matters of motivation, leadership, productivity, authority, etc” (Higgs, 1996; Selmer, 2002:1/16).

Tayeb (1997) “stresses that national culture as a set of values, attitudes and behaviors includes everything related to work and organization”. “In other words, individuals express their cultures and their normative qualities through the values that they hold about all aspects of human life and the world around them. These values in turn have influenced on their attitudes about the form of behavior considered most appropriate and effective in any given situation (Miroshnik, 2002; Parkhe, 2001:1/5)”. When workers from a diverse cultural background enter the organization’s workforce they are from different national cultures. Each national culture of a country differs from the culture of the other country. Since the members of the work force belongs to different cultures. Each member of the culture has his unique perceptions, values and attitudes. “Members belonging to a particular culture’s perception and their ideas about the world, human beings and their attitudes are very different from each other” (Dan\_sman, 2000; Ozkalp and Kirel, 2000, Spector et al., 2001).

Cultural diversity is a twin edged sword i.e. if managed properly it can help an organization to enhance its performance, on the contrary if neglected cultural diversity can decrease the performance of the team. Dadfar and Gustavsson (1992) suggest that, “there seems to be a general agreement that if cultural diversity is managed well, it can be an asset to performance, and if it is overlooked or mismanaged, it may diminish the performance”.

In multicultural organizations the understanding and awareness of culture and its values are of great significance. Awareness of culture and its values enables members of the organization to understand each other in a better way. The building of understanding among organizational members is very crucial for an organization and its success. “When inexperience or unwillingness towards understanding of different cultures occurs, managerial tools or methods are used to award motivate and direct those people are not effective, and the satisfaction of employees becomes a considerably complicated and unsolvable matter” (Lee and Chon, 2000; Jackson and Bak, 1998; D’iribarne, 2002; Uysal, 1994).

One of the problems with cultural diversity management theories is that they adopt a universalistic point of view. According to the proponents of universalism management theories are universally applicable i.e. it assumes what is applicable in USA is equally applicable in other areas of the world. The universalistic view totally disregards the significance of context. According to Seymen (2006), “most of the organizational behavior models have been developed in the USA, and they tackle with members independently from their national culture. This perspective means that organizational behavior models are adapted properly to the principle of Universalism, in other words it assumes that models developed in one country are, in the same way, valid in other countries”.

## **V. CONFLICT MANAGEMENT**

Conflict Management is defined as “a battle, contest of opposing forces, discord, antagonism existing between primitive desires, instincts and moral, religious, or ethical ideals.” Conflict occurs when two or more people or organizations disagree because their needs, wants, goals, or values are different. Hurt feelings, anger, bruised egos, and poor communication are all the precursors to conflict. However, conflict is not the end of the world, or your team or group. Some tools have been developed that will help us all recognize conflict and deal with it so that our group or team can move on, stronger than before.

## **VI. RED FLAGS OF CONFLICT**

- Body language
  - Disagreements, regardless of issue
  - Withholding bad news
  - Surprises
  - Strong public statements
  - Airing disagreements through media
  - Conflicts in value systems
  - Desire for power
  - Increasing lack of support
  - Open disagreement
  - Lack of candor on budget problems or other sensitive issues
  - Lack of clear goals
  - No discussion of progress, failed goals, and inability to evaluate leaders fairly, thoroughly, or at all.
- Conflict is negative when it...

- Takes attention away from other activities
- Damages the spirit of the team or an individual
- Divides people and groups, and makes cooperation difficult
- Makes people or group focus on their differences
- Leads to harmful behavior, like fighting or name-calling

But it can be positive or constructive when it...

- Clears up important problems or issues
- Brings about solutions to problems
- Gets everyone involved in solving issues
- Causes real communication
- Release emotion, anxiety, and stress in a positive way
- Helps people learn more about each other and cooperate
- Develops understanding and skills

### **VII. STEPS to Analyzing Conflict**

Conflict management and disagreements in ways that strengthen instead of damage personal and professional relationships. These five steps from the Watershed information Network in any organisation could help out.

1. Analyze the Conflict
2. Determine Management Strategy
3. Pre-Negotiation
4. Negotiation
5. Post-Negotiation

### **XI. CONCLUSION**

The study invokes cultural differences and built-in action strategies under the influence of cultural values which individuals bring along from different parts of the world; this includes the culture of home, university, work place, social, regional and national level or the places in the world where s/he lived. These differences lead to conflicts which are productive some time and destructive some time, casting the way for triumph or failure. Conflict management are considered positive and healthy while destructive can be minimized if the cultural value awareness is addressed in due course, which is prior to start of the task. So far from the theoretical study and the practice in the industry shows that the adaptation approach supported by the intercultural competence theory is widely recognized and organization having multicultural teams are exercising it however there are a reasonable percentage that also exercise the negotiating reality but they are not fully aware of it, as it is comparatively a new way of handling issues by learning approach.

### **REFERENCES**

- [1]. Appelbaum, Steven H., Shapiro, Barbara and Elbaz, David, 1998, 'The management of multicultural group conflict', *Team Performance Management*, vol. 4, no.5, pp. 211-234.
- [2]. Distefano, Joseph J. and Maznevski, Martha L., 2000, *Creating value with diverse teams in global management*, *Organizational Dynamics*, vol.29, no.1, pp. 45-63.
- [3]. Shapiro, Debara L., Glinow, Mary Ann Von, Cheng, Joseph L.C., 2005, *Managing multinational teams: global perspectives*, *Advances in international management*, vol.18, Elsevier Ltd., Oxford, UK, pp. 34-40.
- [4]. Steers, Richard M. and Nardon, Luciana 2006, *Managing in the Global Economy*, M.E. Sharp Inc., Armonk, NY, USA, pp. 134-138,343-345.
- [5]. Lewis Coser (1956) in the article of Appelbaum, Steven H., Shapiro Barbara and Elbaz David 1998, 'The Management of multicultural group conflict', *Team Performance Management*, vol. 4, no. 5, pp. 211-234.
- [6]. Lavaty and Kleiner (2001) in the article of Seymen, Oya Aytemiz 2006, 'The cultural diversity phenomenon in organisations and different approaches for effective cultural diversity management: a literary review', *Cross Cultural Management: An International Journal*, vol. 13, no.4, pp. 296-315.
- [7]. Zakaria, Montagliani (2000) in the article of Seymen, Oya Aytemiz 2006, 'The cultural diversity phenomenon in organisations and different approaches for effective cultural diversity management: a literary review', *Cross Cultural Management: An International Journal*, vol. 13, no.4, pp. 296-315.

- [8]. Higgs, 1996; Selmer, 2002:1/16 in the article of Seymen, Oya Aytemiz 2006, 'The cultural diversity phenomenon in organisations and different approaches for effective cultural diversity management: a literary review', *Cross Cultural Management: An International Journal*, vol. 13, no.4, pp. 296-315.
- [9]. Tayeb (1997) in the article of Seymen, Oya Aytemiz 2006, 'The cultural diversity phenomenon in organisations and different approaches for effective cultural diversity management: a literary review', *Cross Cultural Management: An International Journal*, vol. 13, no.4, pp. 296-315.
- [10]. Miroshnik, 2002; Parkhe, 2001:1/5 in the article of Seymen, Oya Aytemiz 2006, 'The cultural diversity phenomenon in organisations and different approaches for effective cultural diversity management: a literary review', *Cross Cultural Management: An International Journal*, vol. 13, no.4, pp. 296-315.
- [11]. Dan\_sman, 2000; Ozkalp and Kirel, 2000, Spector et al., 2001 in the article of Seymen, Oya Aytemiz 2006, 'The cultural diversity phenomenon in organisations and different approaches for effective cultural diversity management: a literary review', *Cross Cultural Management: An International Journal*, vol. 13, no.4, pp. 296-315.
- [12]. Dadfar and Gustavsson (1992) in the article of Seymen, Oya Aytemiz 2006, 'The cultural diversity phenomenon in organisations and different approaches for effective cultural diversity management: a literary review', *Cross Cultural Management: An International Journal*, vol. 13, no.4, pp. 296-315.
- [13]. Lee and Chon, 2000; Jackson and Bak, 1998; D'iribarne, 2002; Uysal, 1994 in the article of Seymen, Oya Aytemiz 2006, 'The cultural diversity phenomenon in organisations and different approaches for effective cultural diversity management: a literary review', *Cross Cultural Management: An International Journal*, vol. 13, no.4, pp. 296-315.
- [14]. Seymen, Oya Aytemiz 2006, 'The cultural diversity phenomenon in organisations and different approaches for effective cultural diversity management: a literary review', *Cross Cultural Management: An International Journal*, vol. 13, no.4, pp. 296-315.