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Conflict Management; Illuminating the Nature and Practices to Resolve Conflicts in Family-owned Organizations of Pakistan

Presenter

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Research Focus

- This research aims to explore a leading issue of Family-owned organizations: Conflict Management.
- This paper intends to explore the nature of conflicts among Family-owned organizations and strategies which these organizations are adopting to resolve these issues.

Research Focus...

- There are mainly three types of conflicts exist in Family-owned organizations: Procedural, Relational, and Task-based (Jehn, 1997).
- In order to fix any conflict, the main focal point for Family-owned organizations is to deal with inter-personal issues by different behavioral modes of conflicts: Competing, Compromising, Avoiding, Collaborating and Accommodating (Verma, V. K., 1998).

Introduction

- Family-owned organizations have a significant position in economy of Asian countries (Chang, 2003; Joh, 2003).
- Many recent theoretical studies emphasize on absolute importance of having some people within their organization who can understand conflicts and know how to resolve them professionally (e.g. Tjosvold, 2008; Aula, P., & Siira, K., 2010; Clerkin, T. A., & Jones, K. J., 2013).

Introduction...

- Hughes, Ginnett and Curphy, (2009) proposed that middle level managers spend 25% of their time in resolving organizational conflicts and it can be one of the strongest and prominent characteristic of manager to disentangle personal clashes.
- Recent perspective of Conflict management expresses it as a process of limiting the negative aspects of conflict while increasing the positive one at same time (Kazimoto, P. 2013).

Introduction...

- Helms, W.S., & Oliver (2015) states settlements to conflict are fundamental in nature and radically modify the approach for organizational components relating to one another.
- Limited studies on conflict management in Pakistani family-owned, supported our call of research on conflict management.
- Specific cultural practices of Pakistani families for dealing conflicting issues is becoming permanent practices (Qureshi, S., Mian, S. A., & Rana, A. I., 2010).

Research Questions

The paper includes five vital research questions:

1. What triggers conflict and how do conflicts develop?
2. What is the nature of conflict in an organization?
3. Explore different conflict management approaches?
4. How Pakistani Family-owned organizations handle conflicts in their organizations?
5. Identify and evaluate pertinent tool and strategies to manage and resolve conflicts within such organizations?

Methodology

- **Qualitative and Explorative** study to examine conflict management.
- **Tool for data collection:** “Interviews”
- **Targeted Population:** CEO or HR managers & Employees of Family-owned organizations
- **Sample Size:** 17 (urban) Family-owned organizations
- **Research Paradigm:** Interpretive
- **Research Approach:** Inductive
- **Sampling:** Snowball Sampling

Discussion & Results

- Most critical and sensitive conflict for managing family members of any organization is Relationship conflict and least reported is Task-based conflict.
- Among 17 cases:
 - ✓ 8 were reported with *Relation-based* conflicts
 - ✓ 5 were reported with *Process-based* conflicts
 - ✓ 4 were reported with *Task-based* conflicts

Discussion & Results...

- Our studies revealed that Pakistani businessmen dealing with Family-controlled organizations, more often use compromising (accommodating) and authoritative (competitive) practices for conflict management.
- Among 17 observed cases:
 - ✓ 7 were reported for *Compromising*
 - ✓ 6 were reported for *Authoritative*
 - ✓ 2 were reported for *Mutualism (sharing)*
 - ✓ 2 were reported for *Avoidance*

Conclusion

- Only ‘Organizational behavior’ is not enough to cover conflicts complexity as situation becomes more complex when authority is dealing with family and business at same time.
- Creating a competition between managers of different fields may create the opportunity due to conflict.

Conclusion...

- Some clashes that seem problematic like diverse opinions or ideas may initially result for chaos but later on suggest better corresponding to limit it and even performance enhancement.
- Conflicts solution should be ignited for the basic reason that no single way of management is ‘right way’. However, it is dealing ideally with circumstances according to situations

Thank You