



**Inter-organizational
conflicts and
solution strategies**



INTER-ORGANIZATIONAL CONFLICTS AND SOLUTION STRATEGIES CONFLICTOS INTERORGANIZACIONALES Y ESTRATEGIAS DE SOLUCIÓN.

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Abstract

Conflict is one of the natural elements of organizational life. Conflicts in organizations and the management of these conflicts have a direct impact on the performance and efficiency of organizations. The effective functioning of organizations depends on the optimal level of conflict or effective conflict management. It can be said that well-managed and directed conflicts are beneficial for organizations. In this context, it is important to know the strategies that employees and supervisors adopt when dealing with conflicts and their conflicts. The purpose of this study is to determine the solution strategies that employees adopt in the conflicts experienced by the employees in organizations and to determine whether these strategies differ significantly according to the demographic variables. In this context, data collected from a sample of public sector employees in the Turkish Republic of Northern Cyprus (TRNC) were analyzed. As a result of the analysis conducted in order to determine the conflict resolution strategies and the degree of usage of them, it was determined that the employees used high level of conflict resolution strategy and the other conflict resolution strategies were used in a medium level.

Keywords: Organization, Management, Conflict, Organizational Conflict, Conflict Management.

Resumen

El conflicto es uno de los elementos naturales de la vida organizacional. Los conflictos en las organizaciones y la gestión de estos conflictos tienen un impacto directo en el rendimiento y la eficiencia de las organizaciones. El funcionamiento efectivo de las organizaciones depende del nivel óptimo de conflicto o la gestión efectiva de conflictos. Se



puede decir que los conflictos bien administrados y dirigidos son beneficiosos para las organizaciones. En este contexto, es importante conocer las estrategias que los empleados y supervisores adoptan cuando se trata de conflictos y sus conflictos. El propósito de este estudio es determinar las estrategias de solución que los empleados adoptan en los conflictos experimentados por los empleados en las organizaciones y determinar si estas estrategias difieren significativamente de acuerdo con las variables demográficas. En este contexto, se analizaron los datos recopilados de una muestra de empleados del sector público en la República Turca del Norte de Chipre (TRNC). Como resultado del análisis realizado para determinar las estrategias de resolución de conflictos y el grado de uso de las mismas, se determinó que los empleados utilizaron estrategias de resolución de conflictos de alto nivel y las otras estrategias de resolución de conflictos se utilizaron en un nivel medio.

Palabras clave: Organización, Gestión, Conflicto, Conflicto organizacional, Gestión de conflictos.

Introduction

The issue of organizational conflict occupies a large area in the literature and continues to grow due to the intense interest of researchers. The first studies on conflict in organizations were conducted by American and British academics. Organizational conflict is generally defined as an open struggle or intervention between two or more groups in an organization (Katz and Kahn, 1978). According to Coser (1967), conflict is a struggle of values and he claims that the aims of competitors are limited to status, power and resources to neutralize, injure or eliminate their opponents. It is also defined as a communication perspective; as a struggle that is expressed between at least two mutual parties that try to prevent them from reaching their goals, incompatible targets, scarce rewards and other parties "(Hocker and Wilmot, 1985). Conflicts have emerged at all levels of the organization, thus continuing to be of interest to many practitioners and theorists. Conflict; arouse in people, interpersonal relations, within the organization and inter-organizational levels of the target and it is a perception, thinking and value differences phenomenon (Türkel, 2000: 59). The term conflict is used in the literature to describe the following (Pondy, 1967):

- Conflicting behaviors (scarcity of resources, such as policy differences),
 - Affective situations (eg stress or tension),
 - Cognitive situations (perception or awareness of conflicting situations),
- Conflicting behaviors arousing from passive resistance to extreme aggression.

Conflict isn't just something belonging to human. It is an inevitable fact for all living things. Encountering an obstacle in order to satisfy a vital need leads to tension and distortion along with distress. As a result of this process leading to conflict, there are gains



or losses both for the individual and the organization in which they are involved. Conflict in an organizational sense is a process that affects the organizational activities caused by the problems of individuals and groups working together in an organization.

Conflict represents an indivisible part of life. Individuals have their own opinions, thoughts and beliefs. Some people see conflict as a negative situation that should be avoided, while others see it as a fact that needs to be managed. In this context, there is controversy as to whether organizational conflict is a phenomenon that should be prevented or should be managed in order to achieve its goals due to its inevitability.

There is no doubt that well-managed and directed conflicts are beneficial for organizations. Due to the fact that conflict is an integral part of life, it can also be seen as a vital resource due to the dynamism and energy it contains. Those who consider conflict as an exciting opportunity for personal and organizational development seek to take an advantage of this. However, this is not an easy thing. The negative energy generated by the conflict requires the need to be converted into positive. To achieve this, mental maturity and competence are essential. It requires a positive view of events (Nebgen, 1978).

Despite the fact that conflicts are inevitable, it is imperative for managers to recognize the source of the conflict, see the constructive and destructive potential, see how they can manage the conflict and apply the conflict resolution technique in a practical way. There may be many different reasons for conflicts or conflicting situations in organizations. In some cases, it results from personal differences, in some cases from communication problems and in some cases from organizational problems.

Organizational conflict is one of the issues that determine the performance, efficiency and effectiveness of organizations. It is also one of the natural elements of organizational life. The ability of organizations to work effectively depends on the optimal level of conflict or effective conflict management. Effective and appropriate conflict management to resolve organizational conflicts can only be achieved by taking the causes of the conflict into an account.

In this context, it is important to know the perception of conflict and the strategies adopted by both employees and managers. Hence, positive and negative strategies can be adopted in conflict resolution processes. For example, an employee who has a conflict with his or her manager may find himself / herself completely right and exert pressure on his / her manager in a way that he / she can accept his / her truth, or he / she may try to develop a solution by putting all aspects of the conflict together with his / her manager.

Within the framework of the explanations made above, the main question of this study is to investigate the types of the solution strategies adopted by employees in their conflicts with their managers and to find out whether these strategies differ significantly according to demographic variables or not. In this context, data collected from a sample of public sector employees in the Turkish Republic of Northern Cyprus were analyzed.

Theoretical Framework

Organizational Conflict

Conflict is mainly related to the fields of work, sociology and psychology, but also includes communication and education. Defining conflict is complex because it is difficult



to agree on the definition of this term (Borisoff and Victor, 1998). According to Coser (1967), conflict is a struggle of values and claims to limit the status, power and resources to neutralize, injure or eliminate opponents. "Mismatch in the objectives is defined as a clear struggle between at least two parties trying to prevent the parties from reaching their targets due to scarce resources." (Hocker ve Wilmot, 1985). From an interaction point of view, Folger (1993) defines conflict as the interaction of interdependent people with inappropriate goals and intervention initiatives in achieving goals". Cross, Names and Beck (1979) define conflict as differences between individuals. Differences are caused by different views about values, goals, motives, resources.

Conflict refers to a form of friction or discord that occurs when the beliefs and actions of one and / or more members of the group are resisted or unacceptable to one and / or more members of another group. Intragroup conflict involves conflicts between members of the same group, and intergroup conflict between members of two or more groups. Conflicts in groups often follow a specific process. Routine group interactions are often interrupted by initial conflicts due to disagreements among members, or lack of resources.

What is known as organizational conflict is also defined as the state of disagreement or misunderstanding arising from the actual or perceived opposition of needs, beliefs, resources and the relationship between members of the organization. In the workplace, conflict occurs when two or more people interact, and the views of any task or decision are conflicting (businessjargons.com).

In this competitive age, businesses need to focus their efforts on earning income in order to survive. According to Ryan Bannerman Company (smallbusiness.chron.com), the need to focus on succeeding in competition may in some cases face internal organizational conflict and derailment. Therefore, it is necessary to understand the causes of organizational conflict in order to focus employees on being more productive and improving competition.

Types of Organizational Conflict

The most common thought about conflict is the perception of individuals about conflict. If the parties are not aware of the conflict, then it is assumed that there is no conflict. There is also a need for some kind of interaction, such as opposition or incompatibility, to begin the conflict process. The reason behind the conflict is the miscommunication between individuals about needs, thoughts, beliefs, goals or values.

Organizational conflict can be classified in various ways. Conflicts may arise due to problems with tasks, relationships or processes (iedunote.com, Jokanović et al., 2017):

Individual / Personal Conflict

The most basic type of conflict is personal. For example, personal conflicts may arise when the employee is required to perform a task for which he or she is not competent enough. The individual becomes anxious. This experience takes place in one's mind. Therefore, personal conflict is a type of psychological conflict involving the individual's thoughts, values, principles and emotions. Conflict can also be personal in situations where the individual's goals and vision differ from the overall vision of the organization. People are different from each other, often with various personalities that lead to incompatible



choices and views. Conflict is actually a natural condition that can help individuals to develop their personal development or their relationship with others (Uysal, 2004: 71-72).

Interpersonal Conflict

This is a conflict between two colleagues arising from a number of reasons as a result of personality differences. When interpersonal conflicts are analyzed, the most widely known and used methods are the Johari Window model developed by Joseph Luft and Horrylncgham. This model is an important model to assist in the analysis of conflicts that occur between the person and the organization and others (Düşükcan, 2003: 21). When interpersonal conflict becomes very destructive, searching for a mediator will help you find better solutions (Mirzeoğlu, 2005: 51-56).

Conflict within the Organization / Group

When an individual is opposed to group norms or reluctant to group dynamism, intra-group conflict is mentioned. Misunderstandings between group members can also lead to conflict. Intra-organizational conflict arises from interpersonal conflicts (for example, group members have different personalities that can create tension) or differences in opinions and ideas. However, conflict within the organization can also help in making decisions that will allow the achievement of goals as a team. However, if the degree of conflict disrupts cohesion among members, serious guidance / arbitration from a different organization will be needed to resolve it (Sütlü, 2007: 745).

Conflict between Organizations / Groups

When conflict is between organizations / groups, the two groups are in a stalemate and jeopardize the successful completion of a project due to differences in group dynamics. For example, an organization's sales department may conflict with the customer support department. This is due to the various aims and interests of different groups. In addition, internal competition contributes to the emergence of intergroup conflict. There are other factors that incite such conflicts. Some of these factors may involve competition against a group that forms their own identity by a group or against the limits set by a group.

Organizational conflict is the disagreement that occurs when the goals, interests or values of different individuals or groups are incompatible, and these individuals or groups prevent the attempts of others to achieve their goals (Koçel, 1993).

Different Approaches in Organizational Conflict

One of the challenges of being a manager is the management of organizational conflict. Proper management of organizational conflicts can help eliminate a potentially bad situation and force conflicting parties to work together on organizational issues. Five different approaches to organizational conflict management are as follows (<http://smallbusiness.chron.com>):

Ignoring

In one view, not all conflicts need to be addressed. If the manager considers that the issue raised is insignificant and not a direct threat to the productivity of the organization, one of the acceptable approaches is to ignore the situation and concentrate on more important tasks. If the issue is not going to be on the agenda again, then ignoring is the right



approach. However, if the problem has the potential to occur and be destructive, it should be solved (Şamdan, 2008: 81-84).

Air Purification

A party can trigger a conflict when it does not feel that its perspective is properly represented. Conflict can be solved by providing the opportunity for the party to express their views and express their views. The air purification approach also helps in the event of a conflict between the two sides. The problem can be solved by forcing the parties to listen, and when the parties understand each other's perspective, they can find common ground.

Compromise

If the parties involved in a conflict are considered to have a valid point, it would be a good idea for the parties to reach a compromise. In a compromise, each party gets what they want, but the other party has to give some of what they want. When mediating a compromise, it is important to be fair to both parties. If a party is unreasonable, a compromise may not be possible (Yıldızoğlu, 2013: 146).

Appeasing

In this solution approach to organizational conflict, it is essential to eliminate the issue of conflict without getting out of control. The manager takes a quiet stand in the negotiation and encourages the parties to approach each other with respect. The party who continues to escalate the situation using a professional language is disqualified from the negotiations.

Forcing the Solution

In some conflicts, negotiation, reconciliation or regression cannot be exploited. Failure of the parties to negotiate may require the manager to take steps and make a decision on behalf of both parties. In some cases, the threat of forcing a solution can inspire the parties to choose compromise. If this does not happen, a decision is made by the manager and put into practice (Toytok and Açıkgoz, 2013: 24-36).

Method

Conflict is one of the natural elements of organizational life. Therefore, conflicts in organizations and their management have a direct impact on the performance and efficiency of organizations. The ability of organizations to work effectively depends on the optimal level of conflict or effective conflict management. Conflicts that are well managed and directed can be considered as beneficial for organizations. In this context, it is important to know the perception of conflict and the strategies adopted by both employees and managers.

In this research, it has been tried to determine the solution strategies adopted by the employees in their conflicts with their managers and whether these strategies show a significant difference according to demographic variables or not. For this reason, data collected from a sample of public sector employees in the Turkish Republic of Northern Cyprus were analyzed.



Method of Research (Research Design)

Since this research is done to reveal the relationships between social events and to determine the social realities in order to understand the social world, it is classified as “basic research” in terms of philosophy of science. In terms of method, screening survey is included which is one of the “quantitative research” methods. In screening survey, it is possible to determine the attitudes, beliefs, opinions, behaviors, expectations and characteristics of individuals in certain subjects by means of scales (Gürbüz ve Şahin, 2016:107).

This research is in “exploratory” class among the other researches done with its purpose. This research design was chosen due to the need for more information on the nature of the research problem. The findings of the research may serve as a starting point for other studies planned to be conducted. The aim of this research is to determine the factors that affect the online shopping behaviors of university students. (Gürbüz ve Şahin, 2016: 103).

Problem Statement (Research Question)

The basic problem sentence of the research is expressed as follows: **What are the solution strategies adopted by the TRNC public sector employees in their conflicts with their managers?** In regard to this, the other questions of the research are;

Do the solution strategies adopted by employees in their conflicts with their managers show a significant difference according to the gender variable?

Do the solution strategies adopted by employees in their conflicts with their managers show a significant difference according to the age variable?

Do the solution strategies adopted by employees in their conflicts with their managers show a significant difference according to the marital status variable?

Do the solution strategies adopted by employees in their conflicts with their managers show a significant difference according to the educational status variable?

Do the solution strategies adopted by employees in their conflicts with their managers show a significant difference according to the child ownership variable?

Do the solution strategies adopted by employees in their conflicts with their managers show a significant difference according to the working time variable in the public sector?

Do the solution strategies adopted by employees in their conflicts with their managers show a significant difference according to the working status variable?



Do the solution strategies adopted by employees in their conflicts with their managers show a significant difference according to the variable of managerial qualifications?

Limitations

The limitations of the study are as follows:

- The participants of the study consist of individuals working in the public sector in the TRNC. Therefore, the universe in which the findings from the sample selected from the population can be generalized is limited to the public sector of the TRNC.
- Since the data collection process was carried out in 2018, the research results are valid for the relevant period due to possible changes in the way individuals perceive life in the following years.

Universe and Sample

The population of the study consists of individuals working in the TRNC public sector as of 2018. The sample was selected from the research population by simple random sampling method. Data were collected and analyzed from a sample of 140 people. The findings were generalized to the research population with 95% confidence level \pm 5% sampling error. The analysis unit of the research is individuals.

Data Collection Tools

The questionnaire was preferred as the data collection method. The survey consists of two parts. In the first part; questions about the demographic characteristics of the participants and in the second part; The Organizational Conflict Inventory-II) were given.

Rahim's organizational conflict scale, which is known in international literature as ROCI-II, is a scale to determine the conflict management strategy. The scale, developed by Rahim (1983), was adapted from the Turkish version of the doctorate dissertation written by Niederauer in 2006 (Niederauer, 2006, 82-87). This scale, which is named as Rahim Organizational Conflict Inventory-II R (ROCI-II), is used to determine and measure the conflict strategies in organizations with the help of “ cooperation ”, “ compromise ”, “ pressure ”, “ avoidance ” and

“reconciliation” factors. The scale has three different forms for managers, subordinates, and colleagues. In this study, only the conflict form will be used to determine the conflict strategies of subordinates. Furthermore, reliability analysis of organizational conflict scale was conducted. The results of these analyzes can be found in the findings section of the research. A five-point Likert-type rating system was used in the scale. These are; “Always”, “Mostly”, “ Sometimes ”, “ Rarely ”, “ Never ”. “Always” 5 points, “Mostly” 4 points, “Sometimes” 3 points, “Rarely” 2 points and “Never” were coded as 1 point.

The internal consistency reliability of the organizational conflict scale is shown by Cronbach's alpha value. The calculation for the reliability coefficient (α) of the scale was 0.855. This value shows the internal consistency of the scale consisting of 28 items. This



value is expected to be at least 0.7. The value obtained was accepted as reliable because it was greater than 0.7 control value.

Data Analysis

The data sets collected by the questionnaires were analyzed using IBM SPSS Statistic 20 (Statistical Package for Social Sciences). “T test and“F test (variance analysis)”analysis techniques were used to investigate to find out the significant difference between the variables. In the independent samples T test, the means of the same variable were compared and investigated to figure out whether the difference between the means was significant or not. However, the F test (variance analysis or ANOVA) was used to test whether the means of more than two groups were equal.

Research Findings

Conflict Resolution Strategies of Employees and Their Degrees of Use

One of the problems of the research is “the conflict resolution strategies that employees adopt in their conflicts with their managers and their degree of use?” The data on the answer to this problem is shown in Table 1.

Table 1. Conflict Resolution Strategies of Employees and Degrees of Using Them

Conflict Resolution Strategies of Employees	Average	Standard deviation	Minimum	Maximum
Cooperation	4,1202	,63736	1,00	5,00
Compromise	3,4362	,77663	1,67	5,00
Pressure	3,2533	,86632	1,00	4,80
Avoidance	3,6461	,82049	1,67	5,00
Reconciliation	3,8640	,88800	1,00	5,00
n=140				

When the information given in Table 1 is examined, it is seen that employees use the “cooperation (4, 1202) conflict resolution strategy in their conflicts with their managers. Collaborative conflict resolution strategy in turn are as follows; “reconciliation (3, 8640)”, “avoidance (3, 6461), “compromise” (3, 4362), and finally (pressure (3, 2533)”. When the findings obtained as a result of the analysis are examined within the scope of Rahim's (2004) views; it was found that the employees used the “cooperation” conflict resolution strategy at a “high” rate and the other conflict resolution strategies “moderate”.



Investigation of Conflict Resolution Strategies of Employees within the Scope of “Gender” Variable

The results of the t- test “analysis to solve the research question “Do the conflict resolution strategies adopted by employees in their conflicts with their managers show a significant difference according to gender variable? is shown in Table 2. The hypotheses are:

H₀: The solution strategies adopted by employees in conflicts with their managers do not show a significant difference according to gender variable.

H₁: The solution strategies adopted by employees in conflicts with their managers show a significant difference according to gender variable.

According to the tables obtained as a result of the t-test by Levene, equality of variances is shown and the differences between the variances are found significant in the “cooperation” and “compromise” solution strategies. However, the assumption that the variances are not equal is accepted and the values written in the bottom line are considered. In the “compromise”, “pressure” and “avoidance” solution strategies, since the differences between the variances were not significant, the assumption that the variances were equal was accepted and the values written in the first line were taken into consideration.

Table 2. The t-test for the Relationship Between Conflict Resolution Strategies and Gender Variables

	Gen der	N	Aver age	Standart deviation	T value	Signific ance
Cooperat ion	Fem ale	82	4,055 4	,79613	-1,646	0,153
	Male	58	4,211 8	,27452		
Compro mise	Fem ale	82	3,548 7	,68560	2,063	0,041
	Male	58	3,277 0	,87115		
Pressure	Fem ale	82	3,203 2	,86465	-0,813	0,418
	Male	58	3,324 1	,87124		
Avoidan ce	Fem ale	82	3,561 8	,84991	-1,452	0,149
	Male	58	3,765 3	,76844		
Reconcil iation	Fem ale	82	3,731 2	1,04983	-2,354	0,020



	Male	58	7	4,051	,54362		
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As a result, in terms of “compromise” and “reconciliation” solution strategies; the conflict resolution strategies adopted by the employees in their conflicts with their managers show a significant difference according to the gender variable, and there is no significant difference for the other resolution strategies. Therefore, H1 was accepted in the context of “compromise” and “reconciliation” solution strategies, while H1 was rejected for other solution strategies. Women use the “compromise” solution strategy more than men, and men use the “reconciliation” solution strategy significantly more than women.

Investigation of Conflict Resolution Strategies of Employees within the Scope of “Age”

The analysis of the F test (one way ANOVA) which is done in regard to solve the research question; Do the conflict resolution strategies adopted by employees in their conflicts with their managers show a significant difference according to the age variable? can be seen in Table 3. In this context, whether the age groups are effective in determining the solution strategy, and if so, which age groups are observed, were examined. The hypotheses produced in this context are as follows:

H₀: The solution strategies adopted by employees in conflicts with their managers do not show a significant difference according to age variable.

H₁: The solution strategies adopted by employees in conflicts with their managers show a significant difference according to the age variable.

Table 3. F-test done to find the relationship Between Conflict Resolution Strategies and Age Variables of Employees

ANOVA							
		Sum of Squares	df	Mean Square	F	Sign.	
Cooperation	Intergrup	8,639	3	2,8808	8,188	,000	,0
	In-group	47,828	36	,352			
	Total	56,466	39				
Compromise	Intergrup	5,535	3	1,8455	3,205	,025	,0
	In-group	78,303	36	,576			
	Total	83,839	39				



Pressure	Intergroup	1,530	3	,510	,675	69	,5
	In-group	102,790	36	1	,756		
	Total	104,320	39	1			
Avoidance	Intergroup	6,945	3	2,315	4 3,63	15	,0
	In-group	86,631	36	1	,637		
	Total	93,576	39	1			
Reconciliation	Intergroup	14,306	3	4,769	5 6,80	00	,0
	In-group	95,302	36	1	,701		
	Total	109,608	39	1			

When the results of Table 3 of F test are examined, in terms of “cooperation”, “compromise”, “avoidance”, and “reconciliation” solution strategies; the conflict resolution strategies adopted by the employees in their conflicts with their managers show a significant difference according to the age variable, although no significant difference was found for the “pressure” resolution strategy. Therefore, H1 was accepted in the context of “cooperation”, “compromise”, “avoidance” and “reconciliation” strategies, while H1 was rejected for “repression” solution strategy.

As a result of the “tukey” test done to find out which age groups are different, a significant difference between “46-55” age group and “25-35” and “36-45” age groups was found.

Investigation of Conflict Resolution Strategies of Employees within the Scope of “Marital Status” Variant

The analysis results of the F test (one way ANOVA) which is done in regard to solve the research question; Do the conflict resolution strategies adopted by the employees in their conflicts with their managers show a significant difference according to the marital status variable? is shown in Table 4. The hypotheses are as follows:

H0: The solution strategies adopted by employees in conflicts with their managers do not show a significant difference according to the marital status variable.

H1: The solution strategies adopted by employees in their conflicts with their managers show a significant difference according to the marital status variable.



According to the tables obtained as a result of t-test; “Levene’s test for equality of variances; reflects the fact that “cooperation”, “pressure” variances among the solution strategies have been assumed and accepted unequal and the values written in the bottom line are therefore taken into consideration.

Among the “concession”, “compromise” and “avoidance” resolution strategies, the differences between the variances were not found significant, and they were accepted as equal and the values written in the first line were taken into consideration.

Table 4-T- test for the Relationship between Conflict Resolution Strategies and Marital Status Variables

	Gen der	N	Aver age	Stand ard deviation	t value	degree of significance
on	Sing le	28	4,1934	,71005	,625	,536
	Marr ied	112	4,1019	,61998		
Compro mise	Sing le	28	3,3854	,71443	-,386	,700
	Marr ied	112	3,4489	,79394		
on	Sing le	28	3,4467	,44147	1,985	,049
	Marr ied	112	3,2050	,93842		
e	Sing le	28	3,6109	,68319	-,253	,801
	Marr ied	112	3,6549	,85388		
ation	Sing le	28	3,8117	,97742	-,347	,729
	Marr ied	112	3,8770	,86846		

As a result, in terms of “pressure” solution strategy; the conflict resolution strategies adopted by the employees in their conflicts with their managers show a significant difference according to the marital status variable, and there is no significant difference for the other solution strategies. Therefore, H1 was accepted in the context of the “pressure” solution strategy, while H1 was rejected for other solution strategies.



Investigation of Conflict Resolution Strategies of Employees within the Scope of “Educational Status” Variant

The analysis results of the F test (one way ANOVA) which is done in regard to solve the research question; “Do the conflict resolution strategies adopted by the employees in their conflicts with their managers show a significant difference according to the educational status variable? is shown in Table 5. In this context, whether the educational level is effective in determining the solution strategy, and if so, which education levels are different, are examined. The hypotheses produced in this context are as follows:

H0: The solution strategies adopted by employees in conflicts with their managers do not show a significant difference according to the educational status variable.

H1: The solution strategies adopted by employees in their conflicts with their managers show a significant difference according to the educational status variable.

Table 5. F-test Relationship Between Conflict Resolution Strategies and Education

ANOVA						
		Sum of Squares	df	Mean Square	F	Significance
Cooperation	Inter group	6,060	2	3,030	8,124	,000
	In group	50,351	135	,373		
	Total	56,411	137			
Compromise	Inter group	2,414	2	1,207	2,170	,118
	In group	75,072	135	,556		
	Total	77,486	137			
Repression	Inter group	8,800	2	4,400	6,222	,003
	In-group	95,476	135	,707		
	Total	104,277	137			
Avoidance	Inter group	2,984	2	1,492	2,291	,105
	In-group	87,927	135	,651		
	Total	90,911	137			
Reconciliation	Inter group	4,212	2	2,106	2,717	,070
	In-group	104,632	135	,775		



	Total	4	108,84	137		
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When the results of F test are examined in Table 5, in terms of “cooperation” and “pressure” solution strategies; The conflict resolution strategies adopted by the employees in their conflicts with their managers show a significant difference according to the educational background variable, and no significant difference for the “compromise”, “avoidance” and “reconciliation” strategies are found. Therefore, H1 was accepted in the context of “cooperation” and “repression” solution strategies, while H1 was rejected for “compromise”, “avoidance “and “reconciliation” strategies.

As a result of the “tukey ”test done in order to find out the difference among education level , it was found out that the F test stems from the significant difference between“ high school ”graduates and“ undergraduates ”and“ graduates ”.

Investigation of Conflict Resolution Strategies of Employees within the Scope of “Child Ownership”

The analysis results of the F test (one way ANOVA) which is done in regard to solve the research question; Do the conflict resolution strategies adopted by the employees in their conflicts with their managers show a significant difference according to the variable of child ownership? is shown in Table 6. In this context, whether the number of children is effective in determining the solution strategy, and if it is effective, differences in ownership of the number of children are examined. The hypotheses produced in this context are as follows:

H0: The solution strategies adopted by employees in conflicts with their managers do not show a significant difference according to child ownership variable.

H1: The solution strategies adopted by employees in their conflicts with their managers show a significant difference according to the child ownership variable.

Table 6. F-test on the Relationship Between Conflict Resolution Strategies and Number of Children

ANOVA						
		Sum of Squares	df	Mean Square	F	Sign.
Cooperation	Intergrup	,192	1	,192	71,4	,4
	In-group	56,274	138	,408	94	
	Total	56,466	139			
Compromise	Intergrup	,048	1	,048	79,0	,7



	In-group	83,791	138	,607		
	Total	83,839	139			
Repression	Intergrou p	1,188	1	8 1,18	589 1,	10 ,2
	In-group 3	103,13	138	,747		
	Total 0	104,32	139			
Avoid ance	Intergrou p	,630	1	,630	35 ,9	35 ,3
	In group	92,946	138	,674		
	Total	93,576	139			
Recon ciliation	Intergrou p	,044	1	,044	55 ,0	15 ,8
	In group 5	109,56	138	,794		
	Total 8	109,60	139			

When the results of F test are examined in Table 6, it is seen that the conflict resolution strategies adopted by employees in their conflicts with their managers do not show a significant difference according to the child ownership variable. Moreover, H1 was therefore rejected for all conflict resolution strategies. As a result, no relationship between conflict resolution strategies and child ownership was found.

Investigation of Conflict Resolution Strategies of Employees within the Scope of “Working Life” Variant

The analysis results of the F test (one way ANOVA) which is done in regard to solve the research question; Do the conflict resolution strategies adopted by the employees in their conflicts with their managers show a significant difference according to the working life variable? is shown in Table 7. In this context, it has been investigated whether the working life time is effective in determining the solution strategy and if it is effective, what kind of differences in the working life time levels have been searched for. The hypotheses produced in this context are as follows:

H0: The solution strategies adopted by employees in their conflicts with their managers do not show a significant difference according to the working life variable.

H1: The solution strategies adopted by the employees in the conflicts with their managers show a significant difference according to the working life variable.



Table 7. F-test on the Relationship Between Conflict Resolution Strategies and Number of Children

ANOVA						
		Sum of Squares	df	Mean Square	F	Significance
Cooperation	Intergroup	2,645	4	,661	1,658	,163
	In group	53,822	135	,399		
	Total	56,466	139			
Compromise	Intergroup	12,014	4	3,004	5,645	,000
	In group	71,825	135	,532		
	Total	83,839	139			
Pressure	Intergroup	8,423	4	2,106	2,964	,022
	In group	95,898	135	,710		
	Total	104,320	139			
Avoidance	Intergroup	7,670	4	1,917	3,013	,020
	In group	85,906	135	,636		
	Total	93,576	139			
Reconciliation	Intergroup	2,043	4	,511	,641	,634
	In group	107,565	135	,797		
	Total	109,608	139			

When the results of F test are examined in Table 7, in terms of “compromise”, “pressure” and “avoidance” solution strategies; The conflict resolution strategies adopted by the employees in their conflicts with their managers show a significant difference according to the working life variable, and there is no significant difference for the “cooperation” and “reconciliation” strategies. Therefore, H1 was accepted in the context of “compromise”, “pressure” and “avoidance”, while H1 was rejected for “cooperation” and “reconciliation”. As a result of the “ tukey ”test done to find out the difference between the study periods, a significant difference was found in the results of the F test between those whose working life was “ 21 years and over and those that were “6-10 years” and “16-20 years”.



Investigation of Conflict Resolution Strategies of Employees within the Scope of Working Hours in Public Sector

The analysis results of the F test (one way ANOVA) which is done in regard to solve the research question; Do the conflict resolution strategies adopted by employees in their conflicts with their managers show a significant difference according to the working time variable in the public sector? is shown in Table 8. In this context, whether the working time in the public sector is effective in determining the solution strategy, and if it is effective, what are the differences in the levels of public working time have been examined. The hypotheses produced in this context are as follows:

H0: The solution strategies adopted by employees in conflicts with their managers do not show a significant difference according to the working time variable in the public sector.

H1: The solution strategies adopted by employees in conflicts with their managers show a significant difference according to the working time variable in the public sector.

Table 8. F-test on the Relationship Between Conflict Resolution Strategies and Working Hours in Public Sector

ANOVA						
		Sum of Squares	df	Mean Square	F	Significance
Cooperation	Inter group	5,286	5	1,057	2,768	,021
	In group	51,180	134	,382		
	Total	56,466	139			
Compromise	Inter group	6,625	5	1,325	2,300	,048
	In group	77,213	134	,576		
	Total	83,839	139			
Pressure	Inter group	14,530	5	2,906	4,337	,001
	In group	89,791	134	,670		
	Total	104,320	139			
Avoidance	Inter group	2,899	5	,580	,578	,512
	In group	90,677	134	,677		
	Total	93,576	139			



Reconciliation	Intergroup	14,530	5	2,90	4,	,0
	In group	95,079	134	,710	02	
	Total	109,60	139			

Here; the results of F test are shown in Table 8, in terms of “cooperation”, “compromise”, “pressure” and “reconciliation” solution strategies; the conflict resolution strategies adopted by the employees in their conflicts with their managers show a significant difference according to the working time variable in the public and there is no significant difference for the “avoidance” resolution strategies. Therefore, H1 was accepted in the context of “cooperation”, “compromise”, “pressure” and “reconciliation” and H1 was rejected for “avoidance” solution strategy. As a result of the tukey test done to find the working time in public sector, the difference found was among those working “1 year or less”, “1-5 years”, “6-10 years” and “11- 15 years”.

Investigation of Conflict Resolution Strategies of Employees within the Scope of “Working Status” Variant

The results of the F test (one way ANOVA) analysis conducted to solve the research question; do the conflict resolution strategies adopted by the employees in their conflicts with their managers show a significant difference according to the working status variable? is shown in Table 9. In this context, whether the working status is effective in determining the solution strategy, and if it is effective, what are the differences in the working status levels? have been analyzed. The hypotheses produced in this context are as follows:

H0: The solution strategies adopted by employees in conflicts with their managers do not show a significant difference according to the working status variable.

H1: The solution strategies adopted by employees in their conflicts with their managers show a significant difference according to the working status variable.

Table 9. F-test on the Relationship Between Conflict Resolution Strategies and Working Status of Employees

ANOVA					
		Sum of Squares	df	Mean Square	F
Cooperation	Intergroup	12,631	4	3,15	9,
	In group	43,835	135	,325	725
	Total	56,466	139		
Compromise	Intergroup	20,307	4	5,07	10
					,788



	In group	63,532	135	,471	
	Total	83,839	139		
Pressure	Intergrup	17,706	4	6 4,42	6,899
	In group	86,615	135	,642	
	Total	104,320	139		
Avoidance	Intergrup	12,432	4	8 3,10	5,171
	In group	81,144	135	,601	
	Total	93,576	139		
Reconciliation	Intergrup	37,836	4	9 9,45	17,792
	In group	71,772	135	,532	
	Total	109,608	139		

Table 9 reflects the results of the F test; in terms of “cooperation”, “compromise”, “pressure”, “avoidance” and “reconciliation” solution strategies; The conflict resolution strategies adopted by the employees in their conflicts with their managers show a significant difference according to the working status variable. Therefore, H1 is adopted in the context of all solution strategies. In terms of working status, the groups implement highly different solution strategies.

Investigation of Conflict Resolution Strategies of Employees within the Scope of “Management Qualification” Variant

The analysis results of the t test conducted to solve the research question; do the conflict resolution strategies adopted by the employees in their conflicts with their managers show a significant difference according to the variable of qualification of management? is reflected in Table 10. The hypotheses are:

H0: The solution strategies adopted by employees in their conflicts with their managers do not show a significant difference according to the manager qualification variable.

H1: The solution strategies adopted by employees in conflicts with their managers show a significant difference according to the variable of managerial qualification.

According to the table obtained as a result of t-test; “Levene’s test for equality of variances; the differences between the variances were found significant in the “compromise” and “pressure” solution strategies, variances were not assumed equal and the values written on the bottom line were considered. As the differences between the



variances were not found significant in the “cooperation”, “reconciliation “and“ avoidance” solution strategies, variances were assumed and accepted to be equal. Therefore, the values written in the first line were taken into consideration.

Table 10. The t-test for the Relationship Between Conflict Resolution Strategies of Employees and the Variability of Management Qualification

	Management Qualification	N	Average	Standard deviation	t value	Degree of significance
Cooperation	Yes	20	4,1000	,63229	-,153	,879
	No	120	4,1236	,64078		
Compromise	Yes	20	2,8000	,93908	-3,383	,003
	No	120	3,5422	,69596		
Pressure	Yes	20	3,4600	,41090	1,940	,057
	No	120	3,2188	,91723		
Avoidance	Yes	20	3,3667	,65248	-1,655	,100
	No	120	3,6927	,83849		
Reconciliation	Yes	20	3,7000	,93048	-,891	,374
	No	123	3,8910	,8818		

In terms of “compromise” solution strategy; the conflict resolution strategies adopted by the employees in their conflicts with their managers show a significant difference according to the variable of qualification of management, and no significant difference was found for the other solution strategies. For this reason, H1 was rejected in the context of “compromise” solution strategy, whereas H1 was rejected for other solution strategies. Furthermore, it was found that those who have non-managerial skills use solution strategies more than those who have managerial skills. In this context, it was observed that the managers were far from coming to an agreement in the conflict.



Conclusions and Recommendations

It is seen that employees use the “cooperation conflict” resolution strategies mostly in their conflicts with their managers. Collaborative conflict resolution strategies in turn are as follows; “reconciliation,” “avoidance”, “ compromise ” and finally “pressure”. When the findings obtained as a result of the analysis are examined within the scope of Rahim's (2004) directive; it was found that the employees used the “cooperation” conflict resolution strategy at a “high” rate and the other conflict resolution strategies “moderate”. Hence, due to the fact that the public sector employees in TRNC declare that they prefer “cooperation” and “reconciliation” in the first place as the conflict resolution behavior, it can be expected that the conflicts arising in the organization will not adversely affect the duties carried out in the organization. Moreover, transparent behavior of the conflicting parties and the exchange of information on the issue may also allow for a permanent resolution of the conflict. Considering that the cooperation and reconciliation strategies are close to each other in terms of positivity, it can be said that the findings revealed as a result of the analysis are consistent. The “avoidance” solution strategy was ranked third and moderate. In this strategy, it can be said that the employee puts his / her rightfulness to the second plan and gives priority to the final stage of the conflict. In this manner, it will be difficult to uncover mistakes made by the manager and new conflicts will be paved on similar issues. The “compromise” solution strategy ranked fourth and scored moderately. For this reason, negative consequences of avoidance behavior may also be considered valid for compromise. Thus, employees are close to making compromises in order to get rid of the possible consequences that they may experience individually by ignoring their rightfulness in the conflict with the manager. It can be mentioned that the individual interest overrides the organizational interests. This situation will be considered as negative in terms of organization. The “pressure” solution strategy was rated moderately, although it was the last. In this strategy, the idea of being personally accepted is tried to be implemented by subordinating the interests of the other party and the organization. In this strategy, where empathy is the least, the conflict will be prevented in a short time and things will be in favor of the institution.

Conflict resolution strategies adopted by employees in their conflicts with their managers show a significant difference in terms of “compromise ” and “reconciliation ” strategies according to gender and there is no significant difference for other solution strategies. Women use the “compromise” solution strategy more than men, and men use the “reconciliation” solution strategy significantly more than women.

Conflict resolution strategies adopted by employees in their conflicts with their managers show a significant difference in terms of “cooperation”, “ compromise ”, “avoidance” and “reconciliation” strategies according to the age variable, and there is no significant difference for “pressure building ”solution strategy. As a result of the “tukey ”test done to find out which age groups are different; It was found that the difference was caused significantly between “46-55” and “25-35” and -45 36-45 ”age groups.

Conflict resolution strategies adopted by the employees in their conflicts with their managers show a significant difference in terms of the “pressure” solution strategy according to the marital status variable, and there is no significant difference for the other solution strategies. Also, it was found that bachelors use the “repression” solution strategy significantly more than married people. Therefore, unlike married people bachelors’, who



do not have the responsibility of spouses and children, and act in individual comfort (provided that other factors such as personality, lifestyle, traditions mothers remain constant) in the choice of conflict resolution strategy prefer pressure strategy to get their ideas accepted rather than applying cooperation and reconciliation strategies into their behaviors.

Conflict resolution strategies adopted by the employees in their conflicts with their managers show a significant difference in terms of "cooperation" and "pressure" solution strategies according to the educational status variable and no significant differences between "compromise", "avoidance" and "reconciliation" strategies was found. As a result of the "tukey" test conducted to find out which education level there is a difference, it was found that the difference found with the F test stems from the difference between "high school" graduates and "undergraduates" and "graduates".

Conflict resolution strategies adopted by employees in their conflicts with their managers do not show a significant difference according to the child ownership variable. As a result, no significant difference among the relationship between conflict resolution strategies and child ownership has been identified.

Conflict resolution strategies adopted by employees in their conflicts with their managers show a significant difference in terms of "compromise", "pressure" and "avoidance" according to the working life variable, and no significant difference for "cooperation" and "reconciliation" strategies was found. As a result of the "tukey" test done in order to find out the working time difference among the groups, the F test stems from the significant difference between those whose working life is "21 years and over and those that are "6-10 years" and "16-20 years". For this reason, it can be said that the experience gained from the years of work life increases confidence in conflict resolution, which makes it more prone to put pressure on conflict resolution strategies.

Conflict resolution strategies adopted by employees in their conflicts with their managers show a significant difference in terms of "cooperation", "pressure" and "reconciliation" strategies, and no significant difference has been identified for "avoidance" solution strategy. As a result of the "tukey" test done to find out about the working time of the public sector caused by the F test, significant difference has been found between those, working 1 year or less, "1-5 years", "6-10 years" and "11- 15 years". It has been observed that the employees who have not completed their first year in the work life give high importance to reconciliation and cooperation and try to avoid conflict as much as possible. In addition, they were found to exhibit moderate behavior in setting up pressure. At this point, it can be said that they are still unfamiliar with working life and interpersonal relations and therefore, cannot follow a certain strategy.

Conflict resolution strategies adopted by employees in their conflicts with their managers show a significant difference in terms of working status variable in terms of "cooperation", "compromise", "pressure", "avoidance" and "reconciliation" strategies. In terms of working status group, the groups implement highly different solution strategies. When the source of the difference is examined, it is striking that there are too many types of cadres in the public and that these cadres lead to high differences in personal rights.

Conflict resolution strategies adopted by employees in their conflicts with their managers show a significant difference in terms of "compromise" according to the



managerial qualification variable, and there is no significant difference for other solution strategies. Those with Non-managerial skills use “compromise” resolution strategy more than those, who own managerial skills. In this context, it was observed that the managers were far from the approach of “compromise” in the conflict.

In line with the results of the research, the recommendations developed for the managers and employees in the TRNC public sector are as follows:

First of all, it is necessary to acknowledge the existence of the conflict and make the diagnosis correctly for both managers and employees. Accurate identification of the cause of conflict will contribute to the solution approach. In this context, there is a need for a common language between the parties to resolve conflicts in such a way that the organization will gain benefit from it.

It should not be overlooked that conflict may have beneficial sides for organizations. For this reason, managers should not look at conflicts biased, instead of ignoring the conflict; they should aim to manage the conflict in a way that will have positive results in favor of the organization.

For managers, one of the most important factors in conflict management is to take into consideration employees' perceptions, personalities, cultural characteristics and conflict atmosphere. In determining the conflict resolution strategy; the contribution of the chosen strategy to organizational needs and organizational efficiency should be evaluated.

Cooperation and reconciliation are the most rational way to try to reach a solution by using conflict management strategies. Instead of ignoring, overcoming and suppressing the existing conflicts, the reasons for the conflict and the stages that are needed to go through should be focused.

Employees need to be willing and enthusiastic for a solution, and clearly communicate directly. It should be kept in mind that there will be negative consequences of the parties' own ideas, such as imposing conflicts, avoiding conflict or compromising. Turning conflicts into paper war through complaints can have devastating consequences.

Hence, suggestions developed for other researchers who would like to do research in the context of the information obtained as a result of scientific research are as follows:

With the help of the scales used in the research, it can be observed whether there is a difference between the sectors by making measurements for different working areas (sectors).

Measurements can be made for public sector employees with the scales used by other researchers. The results obtained can be compared with each other.

By increasing the number of individuals in the sample group, the ability to represent the main mass of the information obtained can be increased. In this context, it can be examined whether there is any difference in the results reached or not.



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