

THE IMPLEMENTATION OF THE WIN-LOSE APPROACH IN ORGANIZATIONS: IMPACT ON CONFLICT RESOLUTION AND EMPLOYEE SATISFACTION

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Abstract: *This study aims to analyze the complex aspects of conflict, taking into account both its effects. It also examines potential conflict-resolution strategies, the methodologies used in them, and the key elements that have a significant impact on the resolution of conflicts. Kosovo is the main focus of the study and serves as an important case study for these questions. In terms of methodology, a quantitative approach was used, involving the collection of data using carefully created questionnaires. The sample included leaders from the employee cohort designed to reflect the organizational landscape. There were 340 organizational leaders who participated in the survey. The research includes a presentation of descriptive data analysis and findings. However, the study does not provide evidence to support the idea that one of the conflict-resolution strategies (Layout, Rotacion, or Transfer) could achieve the desired outcome.*

Keywords: *Conflict, Management, Performance, Effects, Strategy*

1. Introduction

Conflict is generally regarded as a negative phenomenon. This is also understood from the Albanian dictionary, which defines conflict as a deep disagreement between two people or two parties, a fierce match, or an irritation of relations. In addition, according to the other meaning, a match of opposing goals, in our case, for the strategy's implementation in achieving the objectives set in advance by the leading management. Manxhari defines conflict as "a process in which one party perceives that the other party has damaged or is attempting to damagsomething important to them" (Maxhari, 2013). While in theory, there are three viewpoints on the issue of conflicts: Robbins (1974).

Traditional approach. the traditional perception of conflict as negative, harmful, and undesirable. Conflict should be resolved as soon as it occurs, according to this approach. This

should bring harmony to the organisation, making it a closed and conflict-free system. This position is based on classical organisational and management theory.

The predominant responsibility in this entire situation, as well as the paramount significance in this entire process, lies with the organization's manager. This individual is obligated to implement measures for conflict management within the organization, encompassing not only conflicts between workers and management but also conflicts arising among the workers themselves. This is carried out through a series of delineated steps.

2. Literature review of the methods with Win – Loss results for overcoming conflicts

In the organisation, there are various definitions of the types and types of conflicts.

Affective conflict occurs when two interactive social subjects become aware that their feelings about some or all problems are incompatible while attempting to solve a problem together⁷. This category of conflict includes psychological conflict, relationship conflict, emotional conflict, and interpersonal conflict. Pelled et al. define affective conflict as a state in which group members have interpersonal conflicts characterised by anger, frustration, and other negative feelings (Rahim, 2010).

Substance conflict occurs when two or more members of an organisation disagree about their tasks or content. This type of conflict is also known as task conflict, cognitive conflict, and problem conflict (Rahim, 2010).

A conflict of interest occurs when two parties' preferences for the allocation of scarce resources are inconsistent. This type of conflict arises when each party, despite having a similar understanding of the situation, prefers a different and somewhat incompatible solution to a problem that involves either the distribution of scarce resources between them or the decision to share the work of solving it (Rahim, 2010).

The conflict between the realistic and the unrealistic. The first refers to rational incompatibilities (tasks, goals, values, means and ends). Unrealistic conflict develops as a result of a party's need to express hostility, ignorance, or error. While realistic conflict is typically associated with rational or goal-directed disagreements, unrealistic conflict is defined as a goal that is unrelated to group or organisational goals (Rahim, 2010).

Institutionalized versus non-institutionalized conflict. The first conflict is characterized by situations in which the actors follow explicit rules and display predictable behavior, and their relationship has continuity, as in the case of conflict between personnel during labor negotiations.

Non-institutionalized conflict does not follow explicit rules, has no predictable behavior and the relationship has no continuity (Rahim, 2010).

Conflicts can be of many different types, useful or useless, and some can have an impact on how decisions that are crucial for the organization are made.

Based on utility, the conflict is divided into:

- Functional conflict, also known as constructive conflict, aids an organisation in pursuing its goals. It inspires people to exert more effort at work, cooperate with one another, and be creative. It aids teams in achieving their objectives and prevents groupthink as well as the tendency for high-visioned groups to make poor decisions because the members do not want to engage in conflict. The group's interests are affected by this conflict, and once it has been resolved or overcome, positive effects follow, increasing the group's effectiveness. The crucial aspect of this kind of disagreement is that it is conducted in the name of the organization's interests. Constructive conflicts are constantly potential opportunities for: fostering personality and individual growth; enhancing interpersonal and group dynamics; finding alternate paths, particularly when solutions to related problems are needed; and utilising differences for shared growth and mutual progress (Sikavica, 2011).

- Hierarchical conflict. It deals with disputes between superiors and subordinates, which reflects on their position in the formal hierarchy of the organization. Thus, the decision taken by the top management to reduce the wages of the workers would be against the wishes of the workers and would lead to hierarchical conflict.

- Functional conflict. Conflicts between departmental specialists in an organization are common. An example of this type of conflict can be seen in the quality department's decision, not to sell a quantity of output when the production department wants it to be sold to customers.

- Formal/informal conflict. Organizations carry out their activities in different ways that may be contrary to formal rules. In this case, if an action is taken only to be in accordance with formal norms and rules, and not as it has become the practice to take it, then dissatisfaction arises (for example, if it has become the practice not to strictly control the schedule of work and suddenly a time meter is set for employees).

- Institutionalized conflict. In the event that conflicts of interest between different parties often occur, then policies, procedures and practices are created in such a way as to enable the coexistence of the parties. A grievance procedure is an example of this conflict in many organizations.

- Status conflict. Just as in society, people are interested in prestige and respect from others, in organizations, people are interested in their status. A decision to change working hours can be perceived as a violation of status.

- Political conflict. Decisions can have consequences on the power of an individual or group in the organization. Power is a scarce resource and when, for example, a decision is made to reduce the research and development budget, this may appear as a weakening of the department's influence, and the problem will be politicized.

2.1. Approach to the conflict

Team Setup

Depending on the role of the team member, the approach to conflict management also changes (Aritzeta et al., 2005). It is said that a group role associated with controlling behavior is more likely to turn into a dominant approach to conflict management. As a consequence, group roles that accept less control are more likely to be associated with a passive avoidance approach. The relationship with the group can be negatively affected by competitive behavior alone, which can result in dysfunctional conflict if not managed. Further, a cooperative group may consider a problem a problem that must be solved by all. In comparison, a more competitive group focuses on and considers the problem as a threat to their personal goals. Also, the disadvantage of competition is that it hinders communication, creativity, and knowledge sharing, which results in a negative performance for the group. Regarding the performance of the group, there are two hypotheses:

1. The conflict management style of cooperative groups is positively related to group performance, and

2. The conflict management style of competitive groups is negatively related to group performance.

Then, judged subjectively, it has also been proven that the emotional state of a team member towards other members is positively related to conflict management approaches using models such as integration, agreement, and politeness (S. Omah et al., 2009). In the configuration

of the team, an important place is also occupied by the structural level at which the organization is represented, which implies the presence of a hierarchical system. Although hierarchy as a system with an authoritarian character has almost disappeared, organization as a phenomenon has been expanding into rules, procedures, commitment to productivity, management control, and authority. All these factors directly affect the way the organization works, as they also affect in a much faster way the identification of problems within the organization, which may end up with conflict within the organization.

Self-efficacy

Self-efficacy, otherwise known as personal efficacy, represents self-belief in a person's ability to achieve desired outcomes. Self-efficacy encompasses every arena of human endeavor. By determining the belief that a person has associated with his power to influence certain situations, it also affects the power that a person actually possesses to face challenges as well as the solutions that a person is most likely to find. All these affect the behavior of the individual within an organization in general and especially within a group (Luszczynska and Schwarzer, 2005). Regarding the belief in the high performance of the group, the belief of the individual to be able to perform a certain task is defined as global self-efficacy, where he is sure that he will succeed, and for this, of course, he will go ahead and do the job. This theory is practiced in conflict management, where group members with high self-efficacy are believed to view a conflict as another task or problem to be solved. Conversely, individuals who lack trust will try to avoid conflict. Then, the theory of social self-efficacy is also expressed, which is defined as an individual's belief in his abilities to create and maintain social connections, cooperate with others, and manage various interpersonal conflicts. Based on the models of approach to the aforementioned conflicts related to the theory of social self-efficacy, there are two hypotheses:

2.2. Methods For Overcoming Conflicts

In management theories, there are different classifications of methods that are made from the aspect of similar results such as (Filley, 1975):

- a) Win-Loss method**
- b) Method with a Loss-Loss result and**
- c) Method with a Win-Win result.**

Win-Loss Method

“The Win-Loss income method includes the dominance of power and authority, ignoring opportunities for influence, rules of majority, and "railway". In the method of dominance of power and authority, it is normal that the result is very easy to predict, where the losing side openly hides communication with the winner, who has reservations against them, is calmer in their statements, and cannot be identified with the goals of the organization. All this can lead to reduced energy and creativity” (Zeqiri, 2006). The second approach to avoiding chances for influence or personal growth when dealing with conflict can lead to a Win-Loss result. This happens when a person engages in an activity but doesn't receive any meaningful feedback—neither supportive nor critical—from others. In these cases, the proposed ideas are dismissed, and the individual who presented them ends up losing. Another approach, known as the majority rule, comes into play when group decisions are made through voting, with no predetermined stances. In this method, solutions are considered valid as long as group members support different options based on their individual priorities. However, when votes are fixed, and one side holds a clear majority, this method tends to break down and become ineffective. The final method, referred to as the "railway" approach, involves the minority forcing its will on the majority, silencing them in the process. This can also occur when the majority is indifferent and passively allows itself to be led without resistance.

Method with a Loss-Loss Result

The Loss-Loss approach is based on the idea that it may be more beneficial for both sides to lose than for one side to win at the expense of the other. This method involves various strategies such as compromise, bribery, third-party mediation, and adherence to predefined rules.

The first strategy, compromise, involves the parties having two possible options and settling on a middle ground that is a balance between both. This approach is most effective when the issue at hand can be divided or adjusted, though it's rarely used when the problem is viewed in opposing ways.

Bribery, in this context, refers to a situation where one side offers something of value to the other in exchange for agreement or cooperation.

A third option is involving a neutral third party as a mediator. While mediation typically operates on a Win-Loss model, it aims to facilitate a resolution that prevents either side from fully

"winning" and ensures that neither party feels completely defeated. Mediation works to reduce direct conflict through discussion and negotiation.

Finally, the rule-abiding method is one in which both parties agree to follow a set of predetermined guidelines to resolve the dispute. In this case, both sides make concessions and end up losing something, as they accept a resolution based on mutual adherence to the established rules.

The following can be defined as common characteristics for both methods.

“Characteristics for Win-Loss and Loss – Loss Methods:

- a. there is a clear separation between WE-YOU parties
- b. the parties focus their energy towards themselves in a win or lose atmosphere
- c. the parties observe the problem from their point of view
- d. the emphasis is more on solutions than on the achievement of goals and values
- e. conflicts are personalized and influenced by the judgment
- p. there is no differentiation of conflict resolution activities from other group processes, nor is there a planned sequence of these activities

g. parties have a short-term view of problems” (Zeqiri, 2006)

Method with a Win-Win result

In the method with a Win-Win result, its main forms are consensus and integral decision-making. These methods are intended to help both parties.

“The first method of consensus occurs when a group of two or more people who work on a certain problem decides which is of high quality and which is unacceptable to the parties. In such situations, research shows that the use of group rules provides better solutions than individual evaluations. For this reason, consensus decisions are suggested for the final selection of alternatives in integral decision-making. The second method, integral decision-making, provides for the joint identification of the needs and values of the parties and the appropriate finding of alternatives that can satisfy these goals, as well as the selection of the best alternative, in contrast to the consensus method, which is applied in situations where there is no conflict of interest on the part of integral decision-making. In this method, a series of steps are considered to overcome the conflicting positions in order to reach the best solution” (Zeqiri, 2006).

Adam M. Brandenburger and Barry J. Nalebuff considered that "successful business strategy is about actively shaping the game you play and not just playing the game you've

encountered. Their commitment has been to changing or shaping the market; they considered that, if the company wants to succeed, it is not necessary for other companies to work badly; sometimes it is good for all companies to win (a win-win strategy) (Rexhepi, 2015).

3. Research Methodology

The main purpose of this research is to analyze the effect of an adequate conflict management strategy focused on the individual and its impact on reducing the negative effects of conflict in the organization. At the same time, the study aims to measure the result of how the awareness of individuals about the sources of conflict affects the overcoming of conflict in the organization and the effect of increasing awareness about the differences in skills and abilities between individuals and how much this awareness affects the overcoming of conflict in the organization. Also, this research analyzes the most appropriate methods or strategies that managers or other human resource leaders can use to overcome conflicts between individuals in the organization. In order to fulfill these goals, six hypotheses have been raised, with the primary goal of achieving a more complete understanding of the presented empirical problem through this research.

Research strategy: The research strategy presents a plan for carrying out the research. Through it, the researcher determines how he will develop his questions and in what way these questions will be answered. A study can be carried out following several strategies, such as *experimentation, data collection through questionnaires, control and analysis of archival data, analysis of historical data, and case study*. However, the choice between strategies is not completely free. There are several criteria to determine the research strategy depending on the research question, the control over the events, and the focus on the present events.

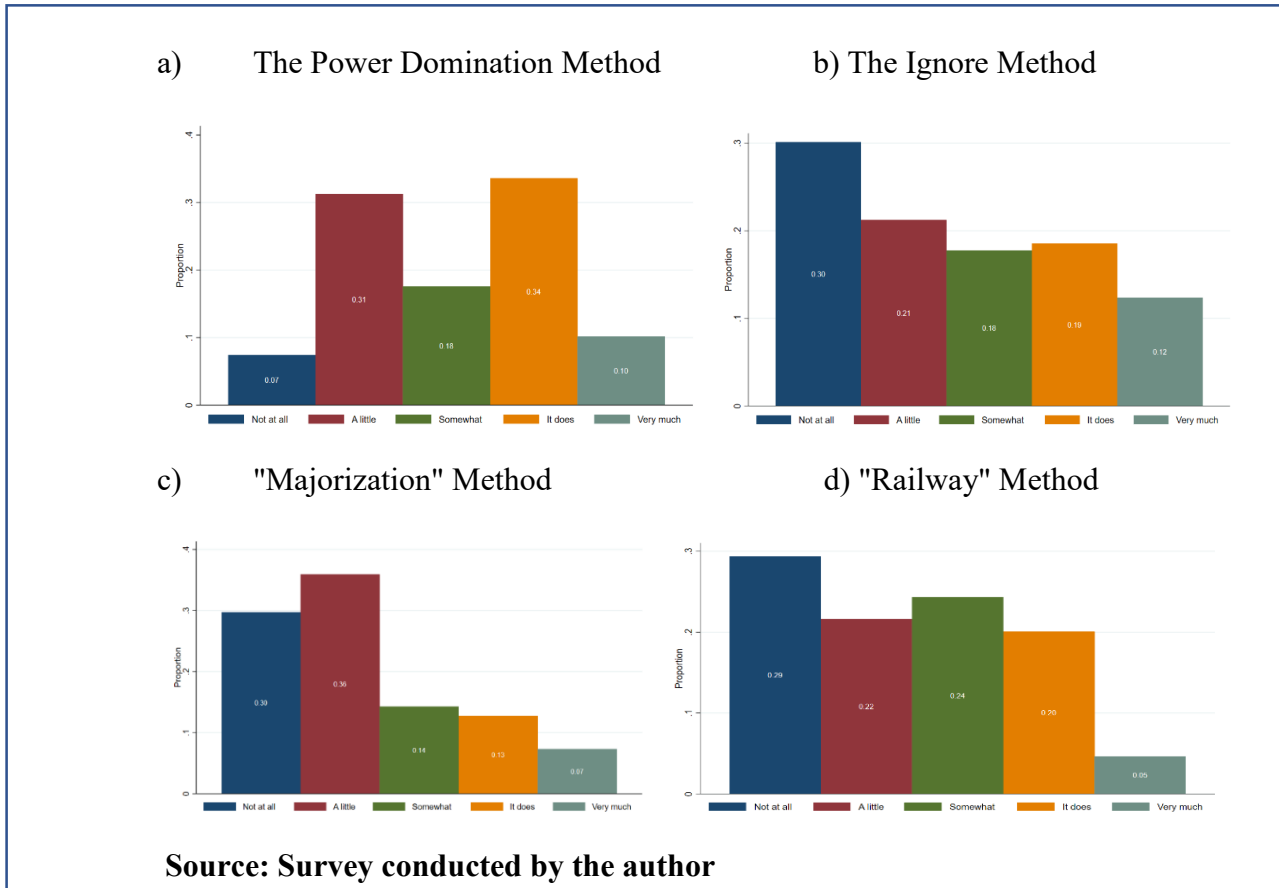
Research instruments: After determining the questionnaire method, it has been decided that the questionnaire will be administered via the Internet, which is the most appropriate form in this situation, and is working through purposive sampling. The data was collected over a period of four months, from January 2023 to April 2023. It was attempted that the design of the questionnaires be attractive, simple, and logical in structure so that the respondent understands what it is about and does not get confused. The case study was done in Kosovo; therefore, the questionnaire is distributed in Albanian so that the respondents understand the questions better and give answers easily and clearly.

4. Data analysis and Findings

The method with Win- Loss for overcoming conflicts

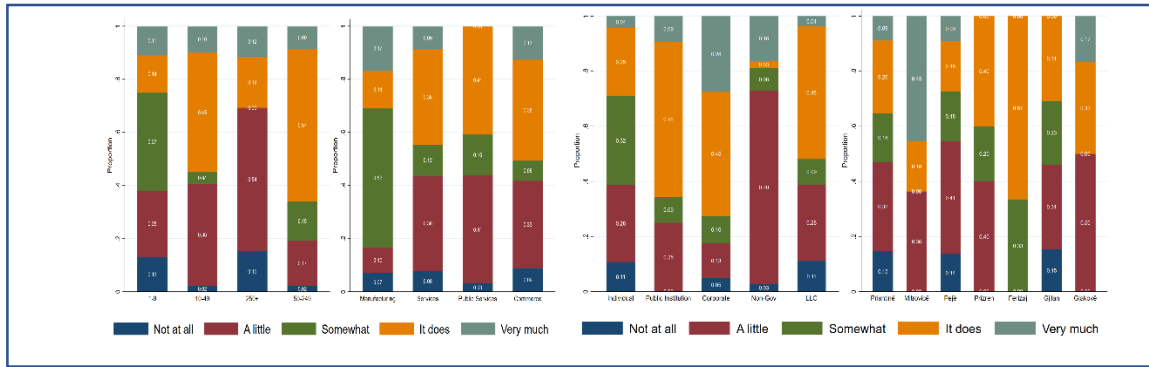
The method with Win- Loss results for overcoming conflicts is currently the most used in organizations

Figure 1: Win – Loss Methods for overcoming conflict – 4 Methods



The Method of Power Domination

Figure 2: Survey results showing how the Power Domination Method is perceived as a strategy for resolving conflict.

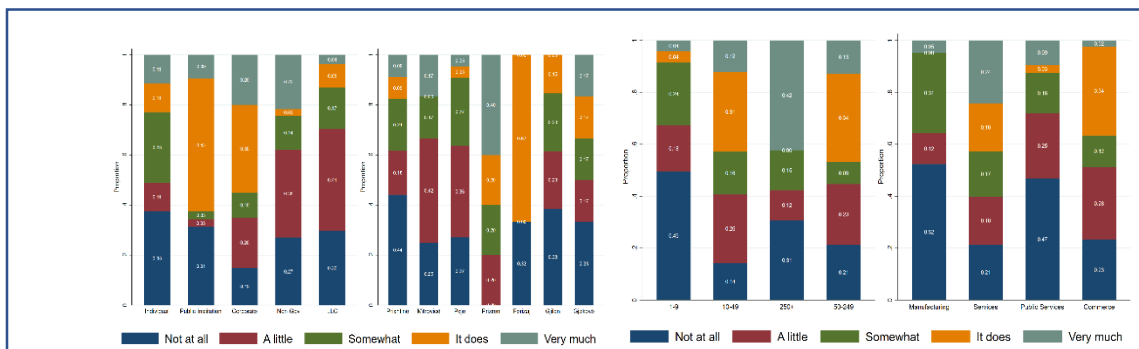


Source: Survey conducted by the author

As illustrated in Figures 1 and 2, all participants acknowledged that the Power Domination Method is perceived as a Win-Loss approach capable of producing outcomes in conflict resolution. A significant majority considers it an effective method for achieving results. This approach is particularly favored by public enterprises and organizations with the largest workforce, who view it as a viable strategy (see the data in Figures 1 and 2).

The Ignoring Approach

Figure 3: Survey results showing the perception of using the Ignoring Approach as a strategy for resolving conflict.



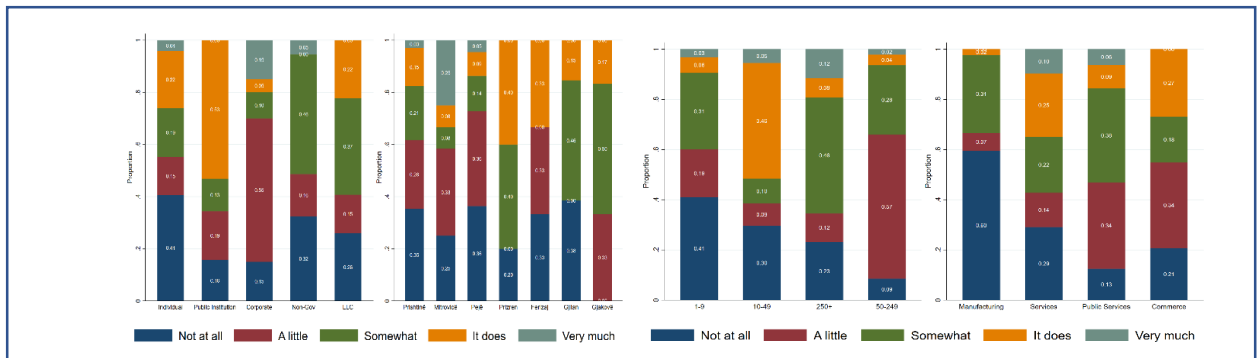
Source: Survey carried out by the author

The survey results indicate that respondents do not view the Ignoring Method as a particularly effective strategy for resolving conflict (see Figure 1). Over half of the participants rated it as "slightly" or "not at all" effective. This view is shared by most NGOs and LLCs, as well as public service and production sectors. Additionally, supervisors with either very few or very

many employees under their management tend to regard this method less favorably (see Figure 3).

The Majorization Approach

Figure 4: Survey results reflecting the perception of using the Majorization Approach as a conflict resolution strategy.

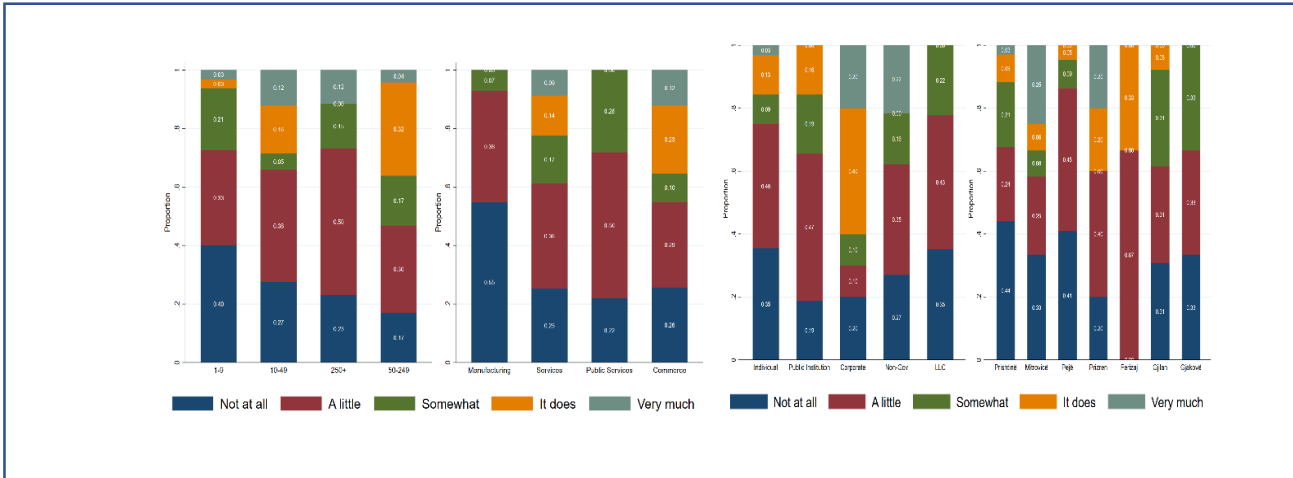


Source: Survey conducted by the author

Figures 1 and 4 provide a clear overview of respondents' views on the "majorization" method as a Win-Loss strategy for resolving conflict. The majority perceive it as an approach that can be effectively applied. Public services, commerce, and other service sectors are the most supportive of this method. Additionally, supervisors in organizations with large workforces tend to share this positive assessment. In terms of legal status, corporations and public institutions are the ones most likely to consider "majorization" as an effective means of resolving conflicts within organizations.

The "Railway" Approach

Figure 5: Survey results showing how the "Railway" Approach is perceived as a conflict resolution strategy.



Source: Survey conducted by the author

As shown in Figure 1, the "Railway" Method is also perceived as a viable approach for resolving conflicts. This perception is reflected in the survey results and the direct questions regarding the applicability of this method as a conflict resolution strategy. The majority of individual businesses and LLCs are in favor of this method (see Figure 5). Additionally, companies with large workforces, particularly in the commercial sector, tend to support its use.

5. Recommendations

- Conflict management continues to be one of the challenges that preoccupy human resource managers the most. Also, there are still different approaches regarding the type of strategy that is applied to overcome the conflict, and mainly, it is thought that the conflict has a negative effect on the performance at work.

- From the review of the literature and the results of this research, we can recommend the following to organizations in Kosovo regarding conflict management:

- Leaders of employees in Kosovo should favour the awareness of their subordinates of interpersonal differences in skills and abilities among employees as a cause of conflicts in the organization.

- The effects of the "Layout", "Rotation" and "Transfer" strategies must be constantly measured to find out which of them has the most effect on the work performance of the employees.

- The Win-Loss method may not be effective for a long time. Leaders should be gradually oriented to resolve conflicts in the organization through the Win-Win method.

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