

On the organizational stage, the manager ought to establish good relationships that allow people to work together without causing any tension or conflicts. It includes the next task of leading, motivating and coordinating team members to work together and understand each other.

The fourth stage is controlling function, which includes measuring and monitoring systems that help the manager to recognize any issues, conflicts, and evaluate performance (Jones & George, 2014).

Each stage of the above tasks requires attention and devotion of the manager to his/her organization and team to be able to achieve high efficiency and effectiveness and recognize conflict at its early stage.

Conflict Types

A lot of people consider conflict as fighting, although it is important to realize that there are other sides of conflict. A conflict is often seen as a condition in which people experience a clash of opposing wishes, wants or even needs (Oxford Dictionary, 2010).

Conflict consists of several components. Number one is disagreement or differences in the position of the parties participating in the conflict. For the issue to emerge, a misunderstanding or discrepancy in opinions or needs should take place. A vivid example of disagreement can be points of view on job responsibilities from employees and supervisors. Sometimes managers can ask for additional tasks to be done as a part of organizational team performance which might be considered as inappropriate or out of line (Behrman, 2012, para. 2).

For the disagreement to arise parties of the conflict should be identified. They take different sides according to their beliefs, values and needs. Parties are the second component of any conflict, be it at a workplace or in social settings. Some managers might overlook the point that some parties of the conflict might be unaware that they participate, however it is important to recognize all of the parties to successfully solve issues.

Third constituent of any conflict is needs, beliefs, interests and concerns of the parties (Behrman, 2012). According to Maslow's pyramid of needs each human being possesses basic or physiological needs such as breathing, eating and sleeping, which determine his or her actions in life. The basic needs are accompanied by safety, love or belonging, esteem, and self-actualization (Maslow, 1943, pp. 81-86) which are required to be met for a human being to feel integrity and safety.

There are two types of values: terminal and instrumental. Terminal values are "lifelong goals and objectives that an individual seeks to achieve" (Jones & George, 2014, p. 73). They are comfortable life, a world at peace, family security, pleasure, self-respect, wisdom, social recognition, and others. Instrumental values are "a mode of conduct that an individual seeks to value" (Jones & George, 2014, p. 74). Examples of these values can be ambitions, capability, cleanliness, forgiveness, honesty, independence, and more. If parties of the conflict have opposite or different values, it will result in dissimilar sides and attitudes. "The more the employees' values are congruent with the organizational values, the more successful the individual will be and the more successful the organization will be" (Mujtaba, 2014, p. 3).

Organizational citizenship behavior can also be a reason for a conflict as an example of collapse of values and beliefs in the organization. Although they "are the behaviors that are not required of organizational members, but that contribute to and are necessary for organizational efficiency, effectiveness and competitive advantage" (Jones & George, 2014, p. 78), most employees try to follow the unwritten rules. If a single mother is not able to put longer hours or come to work at weekends to help her coworkers, she might be perceived in an unsatisfactory