Impacts of Conflict Style Management of Selected Managers on Small-Size Businesses in United Arab Emirates

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Abstract: This study is sought to determine the conflict management styles and values of supervisors and managers in selected Filipino owned -small scale businesses in United Arab Emirates. The researcher chooses 120 respondents who participated in the survey questionnaire. The respondents are 20 supervisors and 100 employees from among reputable Filipino restaurants and saloons all over Dubai, UAE. The researcher used the percentage analysis and ranking to assess the responses of the respondents. The study concluded that there are various management style that managers can do to supervise its staff in small-scale business. Businesses that are classified as small-scale organizations are likened to human beings that are susceptible to the different types of conflicts which are unavoidable and thus, inherent to the business operations. Different conflict management strategies are taken to handle these conflicts such as Various conflict management strategies are adopted for handling conflict; the most important among these are, mediation, negotiation, avoidance, collaborating etc. Poor management of conflicts when it occur will create the problem as conflict and discomfort are not the same. It is not the conflict that others consider the problem but poor management of such is the problem itself. Recommendations suggest that Managers should be able to develop and adopt a good motivation strategies for its staff and supervise them effectively most especially to newly established business to counter the incidence and existence of conflicts that may hinder the progress of the service. Effective management is the key to avoid or lessen the conflicts. Managers should be well-informed, understand and trained to manage conflicts in different ways and at various levels. And, conducting trainings and seminars relative to conflict management of superiors and subordinates would be suitable and appropriate for change in organization design and culture in the working environment.

Keywords: Conflict management; Conflict management styles; Conflict management strategies; values.

1. Introduction

Amidst the increasing population of the Filipinos in UAE is also the growing number of Filipino Entrepreneurs in the different service industry businesses such as saloons, restaurants, and laundry shops, small-scale groceries where it raised concerns on their capacity and capability to manage in the capacity as business owners/managers or personally supervised company. Workers from these shops experienced difficulties resulting to non-compliance with the three year contract which the employees perceived it due to conflict with the managers and owners. However, some of the shops have established an effective management style that made their employees comfortable even though conflict exists but were able to manage those effectively. Imitating the management styles of some managers in the service sector can easily be duplicated but achieving a good management style are deeply emanated from various sources such as educational attainment, family background, experience and even from peers and friends. When conflicts between the workers and the managers are properly addressed, positives results are expected for both the customers and the workers themselves. This means that, the employees' ability to manage conflict management in individual capacity should be taken into consideration by the managers in order to achieve an ideal conflict management styles although this process cannot be expected to be done overnight but in long-term and sustainable manner. Moreover, it takes into consideration that exposures to different situations allows managers to understand and look for solutions to the different conflicts existing in the workplace. For a manager to be effective in conflict resolutions, he should know about his role in the aspect of conflict management as well as determine the issues and

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concerns reflecting shop management and discipline, values and personality. Which aspects of the manager's personality and values will enable them to become effective and good managers? Also, another area for analysis in managing a small-scale business is to develop and build owns management profile as well as management styles that suits the cultural patterns and standards with the organizations.

However, managers should also take into consideration that different management styles posits different outcomes and thus, has become open for many misconceptions. Many managers for instance believed that their authoritative style and dominating personality equates with effective service management. But to become an effective manager is not dependent on the authoritative style but on values and personal characteristics that a manager has through establishing constant communication with the staffs and solving conflicting issues (Coser, 2007). The main aim of this research study is to determine the common conflicts that are evolving between the managers and the staffs and look for ways and means of resolving those conflicts and differences. In attempting to arrive at applicable solutions and remedies to lessen the conflicts and issues, conflict management and resolution is recommended to bridge the gap between the managers and staffs to achieve the organizational goals and objectives and organizational effectiveness.

2. Literature Review

It is evident and cannot be avoided that conflicts exist in organizations and individuals and in business per se, it has been evolving between managers and the staffs. It is therefore obvious for the managers and administrators to identify effectively the conflict as it occurs and weigh the impact of these conflicts constructively leading to conflict management with which conflict management strategies can be applied appropriately and its practical application. Different theories on conflicts aid the managers and administrators to examine their roles on conflict resolutions as it does not primarily anchored on sociology, psychology or even education hence, it is difficult to define. According to Coser (2007), conflict is "a struggle over values and claims to scarce status, power, and resources in which the aims of the opponents are to neutralize, injure, or eliminate the rivals." Deutsch (2003) however views revealed that, conflict occurs each time incompatible activities happens. The incompatibility between one's actions over the other described as interfering, obstructing, interfering or injuring that makes the other party uncomfortable or less effective.

Moreover, Schmidt and Kochan (2002) described conflict as a perceived opportunity that occurs for the purpose of interfering the achieving of goals of other person. Similarly, Hocker and Wilmot (2005) defined conflict as disagreements existing between two opposing parties who differs in perspectives towards attaining goals or one party is hindering in achieving the goals of the other party. Primarily dealing on Hocker and Wilmot's definition of conflict, the chapter four and five has been developed considering the thoroughness and is communication-based.

Considering the differing attitudes towards conflicts and the wider images of role conflicts, Hocker and Wilmot (2005) solicited ideas from people about their responses on the term "conflict" according the choices given as follows: destruction, anger, disagreement, hostility, war, anxiety, tension, alienation, violence, competition, threat, heartache, pain, and hopelessness. Evidently, the respondents perceived conflicts generally as negative image. In the early 2000s researchers viewed conflict as a undesirable processes (Simons, 2002). Hocker and Wilmot (2005) suggested the various negative consequences on conflicts as enumerated hereunder:

1) Harmony is normal and conflict is abnormal.
2) There is no difference between conflicts and disagreements.
3) Conflict is pathological.
4) Conflict should be lessened and never be heightened.
5) Conflict is the outcome of personality differences.

However, emotions differs from genuine conflict. Deetz and Stevenson (1986) provided the list of the negative assumptions brought by conflict that are evident through organizations which consists of:
1) Conflict is an abnormal gap from what is acceptable harmonious relationships.
2) Conflict can be ignored in most cases or circumstances.
3) Conflict is an outcome of failures of communication and misunderstanding between the manager and the employees.

On the other hand, many authors and scholars have viewed differently the term conflicts from the negative viewpoints to positive connotations for the last twenty-five years. The conflict has been seen to have positive impacts for growth and development for organizations. For example, both Hocker and Wilmot (1985) and Deetz and Stevenson (2006) discovered that, conflict can stir up people to work more and overcome adversities which actually dismissed the negative assumptions on conflict. Hocker and Wilmot (2005) expressed that, conflict allows people to be productive driven by positive assumptions and can be desirable if people have optimistic mindset. Coser (2007) ironed out that, organizations who are flexible and open-minded viewed conflict as a non-threatening scenarios. For instance, management of conflict is something that occurs as a positive respond to conflicts and issues (Altman and Taylor, 2003; Birchler *et al.*, 2005; Braiber and Kelley, 2009; Locke, 2001; Navran, 2007). Deetz and Stevenson (2006) mentioned the three situations justifying the positive consequences of conflict. He furthermore stated that

conflict management is a positive way of dealing with conflicts and can be an effective way of solving conflict according to three assumptions described below:

1) Conflict is natural.
2) Conflict is good and necessary.
3) Most conflicts are based on real differences.

Kahn and Boulding (1964) revealed that, the goal of conflict management is finding out that conflicts are perceived to be a driver for positive rather than negative outcomes and that managers should have a clear understanding on what is good or natural conflict from bad or unnatural. Further, Thomas (1971) has defined conflict management as "a process of cooperative confrontation." Deetz and Stevenson (1986) explained in details the considerations on how to perform conflict management. Firstly, managers should properly identify ad understand the type of existing conflict that can be derived from differing opinions, role and goal incompatibilities, and differing resources that essentially aid them to manage these conflicts. Secondly, It should be made aware by the managers and the participants of conflict that, conflict should be internalized as to its importance so that suitable strategies can be applied by the managers. Thirdly, managers should take into consideration that conflict exist in various levels and stages and are complex as well as varied. And finally, managers and the management should evaluate their resources and capabilities to manage and overcome the conflict. According to Deutsch (1977), there are five types of conflict that goes in congruence with Deetz and Stevenson (1986) first managerial suggestion. These five includes: veridical, contingent, displaced, misattributed and false conflict.

Veridical conflict has an objective basis recognized by both parties. Contingent conflict occurs when conflict is based on readily rearranged circumstances unknown to both parties with conflict. Displaced conflict exists when two opposing parties disagree on wrong things. Misattributed conflict exists with wrong parties most often on wrong issues. False conflict occurs with baseless issues. Knowing these variables may aid the managers in solving different conflicts. Deutsch (2007) lists seven of these variables.

1) The conflicting parties'characteristics (values, motivations, resources for waging/resolving conflict, conceptions of strategy and tactics)
2) The parties' prior relationship to one another (attitudes, beliefs, expectations)
3) The nature of conflict (scope, rigidity, motivational significance)
4) The social environment within which the conflict occurs (facilities, restraints, social norms)
5) The interested audiences to the conflict (their relationships to the parties in conflict and to one another)
6) The strategies and tactics employed by the parties in conflict (promises, rewards, threats)
7) The consequences of the conflict to each of the participants and to other interested parties (gains, losses, precedents).

These are applicable to this research study particularly dealing on conflict management styles and conflict management strategies and these conflicting situations are influenced by mixture of different variables. Watzlawick's, Beavin's, and Jackson's (2007) revelation that through communication, relationships are built which is largely influenced by mutually through systematic and cyclical patterns of interaction (Leslie-Bole). Watzwalick (2007) further exclaimed that, any form of communication connotes relationship that is binding. Based on this premise, the chapters four and five were anchored which focus on conflicting situations particularly the manager and staff conflicts are assessed. Analyzing the conflicts will utilize the pragmatic approach as the theoretical basis in this study. Conflict management is linkable to many discipline and most closely associated with education. In education, Bailey (2001) opined that field experience is a best teacher when it comes to developing and managing conflict management skills although others might think that it is not the sole solution to addressing conflicts in the workplace.

3. Methodology

In this study, the researchers utilized the descriptive method of research. Also known as statistical research, the descriptive method will describe the data and characteristics about what is being studied. There are 120 respondents chosen in this particular study of which 100 staffs and 20 supervisors from the different service companies in the United Arab Emirates including mostly the saloons and restaurants owned by Filipinos classified under small-scale enterprises. Further, to obtain the respondents, random sampling were employed and the data were analyzed using mainly frequencies/percentages and ranking and the data gathering instruments used is the Likert Scale. The researchers also make it sure that the questionnaires were fully filled out and responded based on their opinion and their understanding about the topic. Frequency/percentages were utilized to assess the profile of the respondents while the Likert Scale were used to analyze the responses on conflict management styles and values of Managers. The summary of respondents will be shown in Table 1.

Table-1. Summary Distribution of Respondents

Respondents	Frequency	Percentage
Supervisors	20	16.67%
Staffs	100	83.33%
Total	120	100.00%

4. Results and Discussions

Table-2a. Staff respondents' distribution in relation to gender

Gender	Frequency	Percentage
Male	30	30%
Female	70	70%
Total	100	100%

Table 1a shows the staff respondents' distribution as to gender. It further revealed that majority or 70% of the 100 staffs are female while only 30% are male respondents.

Table-2b. Distribution of Supervisor respondents in relation to gender

Gender	Frequency	Percentage
Male	12	60%
Female	8	40%
Total	20	100%

The table depicts the distribution of the supervisor respondents as to gender representing the total of 20 respondents. It showed that 12 out of 20 are male respondents or 60% than only 8 out of 20 respondents or 40% are female.

Table-3. Challenges faced by Managers in managing their business

	5	4	3	2	1
1. No enough budget.	60	10	20	4	3
2.Customer's behaviors	50	50	0	0	0
3. Lack of clear-cut policies in shop management.	5	2	3	56	35
4. Facilities and equipment are not enough.	15	10	5	20	40
5.No regular meetings	61	19	20	0	0
6. Decisions are usually made arbitrarily by managers and inconsistent decisions.	18	12	55	12	5

(1= Disagree; 2= Strongly Disagree; 3= Undecided; 4= Strongly Agree; 5= Agree)

Table 3 depicts the challenges faced by Managers in managing their business. It has considered (6) that identifies these challenges. The first variable states as "No enough budget". Most of the respondents agree with a total of 60 respondents and 10 respondents strongly agree respectively while about 20 respondents are undecided. The second variable dealt on customer's behavior and the results showed that, about 50 respondents strongly agree that customer's behaviors created problem for managers and another 50 respondents agree while none of the respondents are undecided, strongly disagree and disagree with it.

Furthermore, when the respondents were evaluated with the third variable "No clear-cut policies in shop management", 56 respondents disagree and 35 strongly disagree respectively. While only 10 respondents shared that their responses with agree (5), strongly agree (2) and undecided (3).

Dealing with the fourth variable "Facilities and equipment are not enough", a total of 40 respondents expressed that they disagree with the idea that facilities are not enough while 20 respondents strongly disagree. There are 15 respondents that say they agreed while 10 respondents strongly agree. But about 5 respondents are undecided.

The fifth variable basically focus on the problem "No regular meetings". About 61 respondents agree that seldom meetings are conducted while 20 respondents are undecided on this issue. However, the third higher responses belong to those who agreed with 19 respondents while no responses generated for strongly disagree and disagree respectively.

Lastly, the respondents were asked about the challenge that "Decisions are usually made arbitrarily by managers and inconsistent decisions". The results clearly showed that, majority of the respondents or 55 of them are undecided which is seconded by 18 respondents that agree while a piece of the respondents with 12 each responded with strongly agree and strongly disagree respectively.

Table-4. Solutions of Managers on the challenges

	5	4	3	2	1
1. Managers should effectively supervise and guide employees with respect to their tasks and responsibilities.	56	44	0	0	0
2. Managers shouldconduct regular meetings and motivate and cooperate in every meeting.	40	10	30	3	2
3. Managers should imposed stringent and clear-cut policies in shop management.	61	9	20	0	0
4. Managers should develop acquisition plan and budgets for outlays facilities and equipment.	51	49	0	0	0
5. Managers should subject new applicants for rigid screenings before hiring.	18	2	55	7	5
6. Managers should ensure that the staffs follow orders.	2	1	22	55	3

(1= Disagree; 2= Strongly Disagree; 3= Undecided; 4= Strongly Agree; 5= Agree)

Table 4 shows the solutions of managers on the challenges faced. Six (6) variables that suggest solutions to the problem. The first variable reflects on the solution "Managers should effectively supervise and guide employees with respect to their tasks and responsibilities". A total of 56 respondents agree and 44 respondents strongly agree together. While none of the respondents revealed that they are undecided, strongly disagree and disagree.

The second variable dealt on the solution that, "Managers should conduct regular meetings and motivate and cooperate in every meeting". Most of the respondents or 40 total respondents agree that regular meetings should be conducted while 30 respondents are undecided. About 10 respondents strongly agree and only 5 respondents shared the disagree and strongly disagree responses.

The third variable is "Managers should imposed stringent and clear-cut policies in shop management". Majority of the respondents with 61 of them agree that stringent policies should be imposed by managers while secondly, 20 respondents are undecided. Only 9 respondents strongly agree but none of the respondents strongly agree and disagree with the solution.

Fourth variable is "Managers should develop acquisition plan and budgets for outlays facilities and equipment". Results revealed that, there are 51 and 49 respondents respectively agree and strongly agree for development of plans and budgets and none of them neither undecided, nor strongly disagree nor disagree.

The fifth variable states that "Managers should subject new applicants for rigid screenings before hiring". Majority of the respondents (55) are undecided with the rigid screening while 18 of the respondents agree on this proposed solution. A total of 14 respondents are shared by strongly agree, strongly disagree and disagree respectively.

Lastly, the final variable which states that "Managers should ensure that the staffs follow orders". Most of the respondents (55) strongly disagree followed by the 22 respondents who are undecided. The 3 of the respondents disagree and only 3 respondents combined responded that they strongly agree and agree with it.

5. Conclusion

From the above-mentioned findings, conclusion can be drawn:
1. There are various management style that managers can do to supervise its staff in small-scale business.
2. Businesses that are classified as small-scale organizations are likened to human beings that are susceptible to the different types of conflicts which are unavoidable and thus, inherent to the business operations. Different conflict management strategies are taken to handle these conflicts. This paper's main objective is to determine and explore the nature of conflicts that are apparent to the small-scale businesses and its causes with the view of finding for appropriate techniques that shall be adopted by the management and the managers to address the conflicts accordingly hence, redress grievances.
3. Poor management of conflicts when it occur will create the problem as conflict and discomfort are not the same. It is not the conflict that others consider the problem but poor management of such is the problem itself.

6. Recommendations

Based from the findings and conclusion of this study, recommendations are offered:
1. Managers should be able to develop and adopt a good motivation strategies for its staff and supervise them effectively most especially to newly established business to counter the incidence and existence of conflicts that may hinder the progress of the service. Effective management is the key to avoid or lessen the conflicts.

2. Managers should be well-informed, understand and trained to manage conflicts in different ways and at various levels. It should form part of the company's existence the identification of conflict and managing them to develop organizational facilities and regulations.

3. Organizations whether small-medium and large scale especially to modern organizations should find ways to integrate and apply different and contemporary problem solving styles of handling conflict among managers and their subordinates. Rank and file employees should also undergo win−lose or bargaining style of handling conflict. This might be made possible if they will pursue and prioritize integration of conflict management styles while rejecting the use of avoidance style. To achieve this objective, conducting trainings and seminars relative to conflict management of superiors and subordinates would be suitable and appropriate for change in organization design and culture in the working environment (Rahim, 1986).

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