

IMPORTANCE OF DIALOGUE IN CONFLICT RESOLUTION FOR ORGANIZATION EFFECTIVENESS

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Abstract: *Dialogue is a means of conflict resolution and the basis of peacebuilding and human reconciliation efforts. Conflicts are unavoidable aspect of working teams and human life, it cannot be avoided. When an organization is understood as a community, it can be informed through the exchange of knowledge, that is, dialogue with other people. Conflicts are an integral part of the lives of people and organizations, and not all conflict situations are bad. Conflicts within the team are inevitable. However, the outcome of the conflict is not predetermined. In the dialogue, participants promise to listen, reflect and ask questions with a curious mindset in order to seek a common understanding. Conflicts can escalate and lead to unproductive results. Alternatively, conflicts can be beneficially resolved, leading to high quality final products. Therefore, learning to resolve conflicts through dialogue is an important part of a high-performance team. Conflict resolution involves acquiring skills, self-awareness of conflict modes, conflict communication skills, and building conflict resolution structures in an organizational environment. This white paper demonstrates the importance of dialogue in resolving conflicts for organization effectiveness. Dialogue opens up a social space. Resolving a dispute ends the dispute by satisfying the interests of both parties and always seeks a solution based on mutual interests. Conflicts are everywhere, even in educational institutions, the most affected group is management, which acts as a bridge between employees and executive.*

Keywords: *Dialogue, Conflict, Resolution, Organization, Effectiveness*

INTRODUCTION

Commercial Everyone who makes up society spends most of their time in an organization (Aydın, 2010: 336). Dialogue opens up a social space, an important step in the decision-making process. It also enables organizational transformation. Understanding an organization as a community of people provides information about organizational phenomena such as knowledge sharing (Melé 2009b). These people need to interact with others. Participating in dialogue with groups and their members is not the same as justifying their goals and ideologies. Conflict resolution methods have long been proven to be the best way to manage and resolve conflicts. Dialogue is seen as an effort to build grassroots peace and reconcile interpersonal relationships. Jonas gahr støre (UNDP, 2009) Dialogue used skillfully with engagement may moderate policies and behaviour. This is an approach aimed at improving the world and ending a solution that recognizes the limits of the current world order (støre 2011).

The word "dialogue" comes from the Greek word *dialogos* (dialogue), which stands for "conversation or discourse." It consists of *dia* (*dia*, meaning "through, between") and *logos* (*logo*, meaning "speech"). The *logo* can also be understood as "words" or "meaning of words", and "dialogue" can be understood as "through words" or "things that flow in words". "All the people constituting of society spend most of their time in the organizations" (Aydin, 2010:336). Engaging in dialogue with a group and its members is not the same thing as legitimizing its goals and ideology. The practice of dialogue as a means of conflict resolution has proved overtime the best way to manage and resolve conflict. Dialogue is viewed as grassroots peacebuilding and interpersonal reconciliation efforts.

Dialogue is certainly an important tool in dispute resolution, as its central goal is primarily to reciprocally clarify awareness and relationships and improve communication. Most dialogues turned out to be relatively short issues that were difficult to maintain over long term. Laske (2010, p. 1) presents dialogue not as a method, but as an idea that is open to possible results, although known where it ends. The Oxford English Dictionary defines dialogue as "a conversation between two or more people." The ancient meaning of the word dialogue (*dia lagos*) is "flow of meaning". Dialogue is a process that promises to listen, reflect, and ask questions with a curious mindset so that participants reach a common understanding.

Conflicts can be defined as battles or struggles between people with conflicting needs, ideas, beliefs, values, or goals. Conflicts are "interactive processes that manifest themselves in incompatibilities, discrepancies, or dissonances within or between social units (i.e. individuals, groups, organizations, etc.)" (Rahim 2002, p.207). Conflicts, are an integral part of human society. When different people interact with their personal perspectives, ideologies, cultural, social backgrounds, and intellectual development, the logical and unavoidable consequences of the interactions inevitably result in differences and controversies. Masu (Killian and Pammer Jr. 2003). These differences are influenced by personal interests and conflicting interests in achieving goals, leading to conflicts within groups and organizational structures (Rahim, 2001). It is important to educate people to understand and deal with conflicts and treat them as an integral part of a democratic society that is important for the development of healthy social life (Killian and Pammer Jr. 2003).

Rahim (2002) adds that. "Conflicts can arise if two parties have the existence of partially exclusive behavior with respect to joint behavior and the two parties are interdependent in the performance of a function or activity." Conflicts occur in all human organizations, including universities. This is called any form of opposition, disagreement, or friction between two or more parties. It manifests itself in discussions, protests, demonstrations, aggression and other destructive behavioral states (Uchendu, et al., 2013).

Conflicts between employees within an organization are not simply inevitable, instead, it has complex organizational properties (Putnam & Krone, 2006). With proper management, it can have a positive impact on employee satisfaction and performance (Dana, 2000). Proper management of competition using best practices can help organizations improve performance by leveraging the resources they lack and achieving their goals (Awan et al., 2015). Conversely, open conflicts negatively impact both employee satisfaction and performance. Timely competition management can improve employee satisfaction and job performance (Awan et al., 2015).

Objectives

1. Examine the extent to which dialogue has been successful in organization effectiveness
2. Determine how effectively organizations can dialogue in resolving conflicts
3. Examine the extent to which dialogue can be implemented in the organization.

Materials and Methods

The researcher used the descriptive research design. According to Kothari (2004), descriptive research design seeks to establish factors associated with certain occurrences, outcomes, conditions or types of behaviour, it is a factfinding procedure. Descriptive design is useful to describe answers to questions of what, where, how and who (Burns et al., 2009).

LITERATURE REVIEW

Team learning discipline begins with 'dialogue', the ability of team members to break assumptions and enter into true 'collective thinking' insights that cannot be achieved individually (Senge, 1993, p. 10). "Dialogue discipline also involves learning to recognize team interaction patterns that undermine learning. Defense patterns are often deeply rooted in the way teams work. In modern organizations, team learning is the basic unit of learning, not individuals. It's very important, this is "the place where rubber meets the road". If the team cannot learn, the organization cannot learn "(ibid., 2003 P. 10)

Dialogue provides an opportunity to leverage the collective intelligence of an organization to make better decisions. If decision makers can combine this potential benefit with the acceptable timing of actual decision making, dialogue techniques are likely to be used as a preliminary tool for conflict resolution. To create these spaces, dialogue participants must be able to respect, listen to others, express their opinions, and break prejudices. Learning organizations are recognized for their increased care and professionalism in decision making, where dialogue is an irreplaceable element. Arie de Geus (2008) argues that organizations must make choices in order to learn. He distinguishes between; simple and routine decisions where the necessary knowledge is available and decisions that require changes to the internal structure of the organization. The latter is a social process in which people work in groups and find new solutions to new situations. It must be seen and understood as a learning process. Michael

Rautenberg (2010), a consultant who studied the use of dialogue in organizations, discusses the associated difficulties, especially when the concept of an organization as a system is being seriously considered.

Effectiveness of Dialogue in Organizations - Obj. 1

Dialogue is useful in the pre-determination phase, dialogue acts as an appropriate and robust design to solve complex problem differences and provide the choices and options needed as the basis for decisions. Dialogue is a way to make various aspects more concrete. Dialogue act as a bridge for organizational projects, it distinguishes between different aspects such as time, content, and social aspects. Raising awareness of changing perspectives is a fundamental aspect of systematic organizational consulting. Dialogue creates an environment where people can see the differences and make decisions based on clear choices and options. Therefore, dialogue should be viewed not as an individual intervention, but as a highly valuable integration process that bridges the temporal, contextual, and social aspects of each situation.

Dialogue has contributed to peace and reconciliation conflicts, it has created mobility and visibility and built relationships. (Avolio, 2011) confirmed that dialogue can be described as back-and-forth actions between superiors and subordinates, formal and informal conversations in large and small groups, one-on-one meetings to the audience and the creation of texts.

Positional uniformity. The essence of such unity is to incorporate a well-coordinated approach to ensure industrial harmony within each organization. An analysis of the importance of dialogue in conflict resolution

in both the circular world and labor relations (Ramsbotham, Mile & Woodhouse, 2011) shows that effective dialogue is a comprehensive process that attracts and sustains voices in larger societies.

Dialogue helps to relieve tension and prevent the situation from getting worse. Dialogue presupposes that an organization must be a socially responsible entity that contributes to the environment and works to make society a better place (Sapat, Schwartz, Esnard & Sewordor, 2017), if the organization is not socially responsible, it is trying to be better. The purpose of dialogue in institutional relationships is not to persuade or influence others to do what the organization wants, but to be genuine, communicative, not operational or selfish, but mutual understanding. It's about building relationships in the sense of interpersonal relationships.

Dialogue creates the required mobility of perspective. Listening in dialogue creates agility in understanding each other's motivations, actions, intentions, contexts and experiences. The ability to ask questions in dialogue inspires others to share, which is an important part of the dialogue. The success of community dialogue can be measured by how the process took place (Holloway, 2004). No one is wise about what they do, but they must work with others by discussing, applying, and knowing the truth that can produce better products. When individuals have questions about a particular issue, they can seek advice from others (Kemp, Parto, & Gibson, 2005).

Dialogue is a fair exchange of information that allows dissimilar people to talk and hear each other to reach consensus (Calton, 2001). This is a way to enhance the difference by making something that didn't exist. Dialogue route from Greek dia and logo. dia means "from" and logos means "word" or "meaning". In reality, that's where the meaning flows. Dialogue borrowed from the Greek dia logo. Dia, which is related to dialogue, is synonymous with the Latin word inter, meaning between or below. It's something creative. This general meaning is "glue" or "cement" that connects people and society (Bohm et al., 1991), any number of people can participate in dialogue.

Dialogue is also used to explain different types of initiatives aimed at facilitating communication between conflicting social groups and stakeholders, including the broader peacebuilding process. If well organized by a third party with sufficient dispute knowledge about the problem, the chances of success are high (Thune, 2015). Education is a fundamental pillar of human rights, democracy, sustainable development and peace. Appropriate measures are needed to ensure coordination and collaboration between teams of different sectors, especially general, technical and professional. Goals can only be achieved if communication is likely to be achieved through continuous and constructive dialogue. Achieving peace and prosperity can be difficult if dialogue is unwelcome and of little value in practicing without practicing. Performance can suffer if the organization does not have a clear strategy during conflict resolution.

Dialogue is like a bridge that helps build understanding between groups and reduce misunderstandings that can create conflicts and tensions. People from different backgrounds can have the opportunity to interact to find better solutions. Dialogue helps maintain tolerance and respects full understanding and freedom of thought. In dialogue, people gather to find out what their lives involve, differences and dreams (Yankerovic, 2001). Each creates a culture in which people learn from each other. This helps build relationships where better prospects for a common future are created together for all. Dialogue creates an opportunity to develop strategies based on a strong foundation for understanding guidelines for effective interactions. Dialogue laid the foundation for building better relationships, relieving tensions and improving good interactions between stakeholders.

Dialogue means learning, not just speaking, not just sitting around the table, it's changing the way people talk, think and communicate with each other. Unlike other forms of discussion, dialogue requires introspection,

inquisitiveness, and personal change. Participants need to be proactive in addressing the root cause of conflict, not just the superficial symptoms. The purpose of dialogue is to exchange information, find common ideas, and recognize existing connections between different relationships and different levels of cooperation. Dialogue should be smooth and flexible in context and should be conducted within the structure at the appropriate form and level, including representatives of regional, sub-regional or national levels. Good governance needs to strengthen internal and external relationships between parties and form a fundamental part of dialogue that can solve conflicts.

The Concept of Conflict

Conflicts create significant uncertainty and leave many people very unstable. Conflict situations are inevitable in private lives, organizations, or even between nations. Conflict is the process by which one party suggests that his interests are being contested by another. People usually see only observable aspects such as conflicts, words of anger, and opposite behavior, this is not the only part of conflict process (Mashanne and Glinow, 2008).

Conflicts, on the other hand, can be beneficial to the organization because they increase creativity, competition and self-awareness (cited in Božac & Angeleski, 2008; Knežević, Cvijanović & Zeremski, 2010, Besic and Stanisavljevic, 2014). Conflict resolution is just as important as its existence at all organizational levels, as the impact of conflict (negative and positive) depends on how it is resolved (Shetach, 2009). Conflict, Latin word "conflict" means to contradict or wage war (Okorie & Bamidele, 2016), which is a disagreement between a party and a party of unreconcilable value. According to (Ifeanyi, 2006), a conflict is a situation in which a person, group, or country is involved in a disagreement.

Constructively managed conflicts have a positive impact on organizational performance (Alper, Tjosvold & Law, 2000; Özalp, Sungur & Özdemir, 2009). Besic and Stanisavljevic (2014) state that if not effectively managed, it can cause disruption to the organization. Conflict is an eternal gift of life, even if you have different views on it. Some see conflict as a negative situation that must be avoided, while others see it as an exciting opportunity for personal growth and take full advantage of it.

As conflicts seem inevitable, it is clear that leaders need to be aware of the causes of conflicts, their constructive and destructive potential, learn conflict management, and apply resolution methods. (Fleerwood, 1987). Conflicts have the potential for positive growth. Deetz and Stevenson (1986) make three assumptions that suggest conflict can be positive. Conflicts are good and necessary, most conflicts are based on real differences. Therefore, conflict is described as a fact of life and is a reality in all social systems. For example, universities around the world adjust their academic calendars according to staffing requirements. The aftermath of conflict seemed to have a significant impact on the effectiveness of staff, further impacting workers' efforts. Albert (2005) reported that university staff constantly struggle to perform their duties and remained demoralized due to conflicts.

Cetin & Hacifazlioglu (2004); OwusuMensah (2009); Riaz & Junaid (2011) outlined some outcomes of workplace conflicts to include low job satisfaction, low confidence, lack of participation low organizational commitment, lack of job involvement, tension, anxiety, and inability to influence decisions. The success of academic institutions depends on management of differences that exist among workers. Tertiary education is an essential component in human capital development that prepares graduates to acquire skills required for the world of work. It is arguably indispensable to building a solid and viable economy (Akindele et al., 2012). Research on the conflict resolution at higher academic institutions has been conducted among private and

public institutions across the globe, as reported by Trow (2000). Higher education provides the coveted talent to actively improve the country's economy and ensure rapid change (Oni, 2012).

The more groups of people are offered higher education opportunities, the wider the horizons of rapid social and economic development. Responding quickly to employee conflicts is essential to maintaining a healthy work environment (Brookins & Media2008). The overall goal of dispute resolution and communication is usually to enable people to participate in the process and develop action plans to help people resolve disputes with dignity. Conflicts in the workplace, whether beneficial or destructive, can have a positive or negative impact on the nature of an organization's activities (Cetin & Hacifazlioglu, 2004). In addition, resolving workplace conflicts brings satisfaction with interpersonal relationships, creative problem solving, global workforce growth, workplace diversity at home, and increased efficiency, creativity, and profitability, (Axelrod & Johnson, 2005).

Dialogue in Conflict Resolution – Obj. 2

Dialogue is a comprehensive process, which brings together a large number of voices to create a larger society. To bring about change, people need to develop a sense of shared ownership of the process and be involved in identifying new approaches to tackle common challenges UNDP (2009). Conflicts are inevitable as long as the organization continues to use the work team, as it is an unavoidable aspect of the work team. Conflicts are result of behavior and are an integral part of human life whenever there is interaction conflicts is likely to occur. Rivers (2005) published a study suggesting that the mere facts of classification (between us and them) are sufficient to cause conflict. This classification is exactly what happens when a group is formed. It represents different functions within an organization and supports the notion that it is inevitable. Conflicts include conflicts over assertions, resources, power and status, beliefs, tastes, and desires. Darling and Walker (2001) connect this idea to an organization by noting that natural phenomena in social relationships can be managed within an organization, and conflicts can also be managed within an organization. Organizational conflict is an action aimed at preventing others from achieving their goals, therefore, conflicts are the product of goal incompatibilities and result from the opposite behavior. According to Lewis, French and Steane (1997), conflicts within an organization are inevitable.

Coleman (2011) agrees, but also points out that dialogue is not a panacea, it is important to address the emotional side. Robert Mnuhin (2010), argue that they may have to attack their enemies on the battlefield rather than at negotiating table. Dialogue play a variety of roles in modern diplomacy, identifying and discussing the ideal type of relationship. Dialogue is seen as communication, problem solving, justification, transformation, and mediation

Conflicts are important to all managers, conflict is any form of friction that occurs between individuals or within a group when the beliefs or actions of one or more members of the group are opposed or unacceptable by one or more members of another group. Conflict refers to the conflicting thoughts and actions of various entities, resulting in a hostile state, (Tschannen Moran, 2001). Successful dispute resolution depends on the ability to regulate stress and emotions. During conflict, strong issues that can hurt emotions arise, if the conflict is managed in an unhealthy way, it can cause irreparable rifts, resentments, and divisions. When a person deals with conflict in a healthy way, it enhances people's understanding, builds trust and strengthens relationships. The ability to successfully resolve conflicts is believed to depend on the ability to manage stress quickly by staying calm, and the ability of the person to read and interpret linguistic and nonverbal communication correctly. Controlling emotions and behavior makes it easier to communicate needs without threatening, fighting, or punishing others. Pay attention to the feelings and work of others, avoid derogatory words and

recognize and respect the differences, in this way, the problem can be resolved more quickly (Segel & Smith, 2011).

Workplace Conflicts

Conflicts at work are defined in different ways by many authors. Obi (2012) described workplace conflicts as an act of dissatisfaction and controversy that either employees or employers use to put excessive pressure on each other to process requests. According to Olukayode (2015), workplace conflicts are defined as conflicts that arise when the interests, goals, or values of different individuals or groups within an organization are incompatible. The concept of conflict has many meanings due to its widespread use. According to Bernard and Rashidat (2014), conflict creates significant uncertainty, leaving many uncertain about its meaning and relevance, and how best to handle it. People usually see only the visual aspects of conflict, words of anger and resistance, this is only part of the conflict process (Mashanne & Glinow, 2008). According to SchrammNielsen (2002), conflict is a state of serious disagreement about what one party considers to be thoughtful, the other party disagrees. Conflicts correlate with an essential part of management and that type of organizational behavior that leads to corporate policy (Khan, 2016). It is related to preventing people from achieving their goals, as a result, others may not be able to reach their goals, leading to conflicts among employees.

Oluetal. (2008) reported that dispute had terrible impact on group and could also serve as a source of encouragement and motivation for employees. Competition is an essential and inevitable human phenomenon that is part of everyday life and can lead to conflict (Doğan, 2016). Human interactions can lead to consensus and discrepancies that can lead to conflicts between individuals and groups. Previous work by Johdi and Apitree (2012), Shah Mohammadi (2014), Opoku Asare et al. (2015) point out that whenever there is disagreement about content-related issues in the social environment, conflicts arise. Conflicts are the oppositional thoughts and actions of various entities that are fueled by opposition from one party to another and that lead to hostilities in an attempt to achieve a different goal than the other (Kipyego, 2013). Johdi & Apitree, (2012) previous studies of conflict have shown that conflict can occur when the desires, needs, and beliefs between two or more parties struggle to reach an agreement (Johdi and Apitree)., (2012). In other words, conflicts occur when people disagree about their interests, needs, desires or values, goals, motivations, perceptions, ideas, and even desires.

Causes of Organizational conflicts

According to Bell and Hart (2011), workplace conflicts are often triggered by emotions and perceptions of others' motives and personalities. Conflicts in the workplace can reduce morale, reduce worker productivity, increase absenteeism, and cause large-scale conflicts that can lead to serious and violent crime. Jaffee (2008) attributed the causes of workplace conflicts to two areas. He says it stems from the different tensions that arise when unique individuals with different goals and goals have to work in an organization with a single goal and goal.

Division of labor: This is because workers in almost every organization are assigned specific tasks in specific departments, and this approach tends to undermine unity and foster conflict. In another study by Dick and Thodlana (2013), many of the management practices were characterized primarily by dictatorial tendencies, a series of top-down commands with inflexible management instructions from higher levels of authority. Enhanced by and shown to have had severe consequences for each form by objection.

Personality differences between employees are another cause of conflict, employees have different backgrounds and experiences that shape their personality. Problems arise in the workplace when employees do not understand or accept each other's personality differences (Ahmed, 2015; Mellisa, 2017).

Specialty: Employees usually become specialists in a particular job or acquire general knowledge of many tasks. If most employees in the organization are specialists, it can lead to conflicts, as they know little about each other's tasks. In many work situations, resources are shared. The less resources you have, the more likely you are to have conflict situation. Resource shortages create conflicts, as each person needs the same resource inevitably undermines others in pursuit of their goals. Limited resources may include money, supplies, people, or information.

Differences in Goals: If the departments in your organization have different or competing goals, chances of conflict are often significantly higher.

Interdependence: The likelihood of contention usually tends to increase with the degree of task interdependence. When one has to rely on others to get his job done, it's easier to blame his colleagues when things go wrong. Interdependence usually occurs when team members are interested in the work process and need to achieve results that depend on the performance of other members

Authority Relationships: In many organizations, most people don't like being told what to do, there is an underlying tension between managers and employees. Managers have privileges (flexible time, free personal long-distance calls, and longer breaks). Very strict managers often find themselves in conflict with their employees. Sometimes people try to engage in conflict to enhance their power and status in an organization.

Roles and Expectations: Roles are the behaviors expected of employees. Each employee has one or more roles within the organization. These roles include elements such as job title, job description, and agreement between employees and the organization. Conflicts between managers and subordinates can occur if the roles of subordinates are not clearly defined and each party has a different understanding of that role (Whitlam & Cameron, 2012).

Ambiguity of responsibility: When the area of responsibility of an organization is uncertain, ambiguity of responsibility arises. If responsibilities are not clearly defined, employees tend to delegate unnecessary responsibilities to others. Ambiguous goals, responsibilities, or performance standards can lead to competition. Ambiguous jurisdictions often become apparent as new programs are introduced.

There are six main causes. Interpersonal disagreements that occur when a person experiences personal stress. A problem that arises from conflict of roles, a condition that arises when there is conflict about one's role within an organization. Power struggle in which individuals and groups fight each other to achieve their selfish goals. Misunderstandings and disagreements due to differentiation, that is, discussions that arise as people tackle common problems from very different directions. This causes disruptions in communication and interaction if not comprehensive and balanced between the parties, which leads to even more intense conflicts.

Conflicts and Staff Performance

Conflicts are generally inevitable and are found in everyday human interactions. Many types of relationships, such as marriage, family, church, ethnic groups, countries, institutions and workplaces, suffer from conflict (Deutsch, Coleman & Marcus 2006; AffulBroni, 2012; Olivia & Nancy, 2016). Most conflicts are usually associated with negativity, as do workplace conflicts. Conflicts in the workplace usually occur when there is a misunderstanding about a task or way of working (the process of the task), the content of the task, or the

interaction (relationship) between people or colleagues. The consequences of these misunderstandings are negative and disastrous, especially as colleagues (bosses and subordinates, subordinates and subordinates, or bosses and bosses) may insist that they do not greet or talk to each other.

Relationships in the workplace are tense, it affects employees' attitudes toward work, factors of production such as productivity and quality, and make it very difficult to reach company goals. Workplace conflicts usually increase employee absenteeism, poorly managed conflicts cause stress, reduce self-confidence, cause anxiety and frustration, and reduce work motivation, humiliation, and physical illness. Masu (Riaz & Junaid, 2011). Conflicts at work cause psychological and physical distress to employees and affect family and friends (Olivia & Nancy, 2016).

Customers are dissatisfied because the quality of the product or service is manipulated, as a result most importantly, the image of the organization is destroyed (Riaz & Junaid, 2011). Riaz and Junaid (2011) conflict cannot influence low job satisfaction, low self-confidence, low organizational commitment, lack of involvement in the workplace, tension, anxiety, and decision making.

Importance of Conflict Resolution

Individual emotional conflicts are considered to be the cause of adverse effects or resistance that prevent goals achievement. Conflicts have a negative impact on individuals or groups, but there are also some positive effects, depending on the nature of conflict. Positive conflicts, especially task-oriented conflicts, lead to effective decision making and improve group performance.

In conflict situations, individuals are motivated to do better job and work harder, and their talents and abilities come to the fore. It meets specific psychological needs such as dominance, aggression and self-esteem, thereby providing an opportunity for constructive use and release of aggressive impulses. Provide creative and innovative ideas, like today's benefits are the result of union-management conflicts that brings diversity to the life of an organization. In addition to strengthening relationships within the group, it helps people understand each other's problems and leads to better coordination between individuals and departments.

Inspire Creativity: Fortunately, some organizations see conflict as an opportunity to find creative solutions to their problems. Conflicts can encourage brainstorming when members consider issues from different perspectives.

Sharing and Respecting: When members of an organization work together to resolve conflicts, they are willing to share their views with other members of the group. Conflicts can also cause members to actively listen to each other as they work to achieve the goals of the organization.

Improve future communication: Conflicts can bring together members of the group and help them learn more about each other. From learning others' opinions about issues related to organizational growth to understanding each member's preferred communication style, conflicts within an organization are the tools needed to easily resolve future conflicts.

Improving Employee Performance: Employees engaged in promoting positive conflicts can help improve the exchange of ideas between individuals and groups and improve the overall performance of individuals and groups (Kehinde, 2011).

Motivation: Conflicts additionally facilitates high-quality power and acts as a catalyst someday to inspire worker serves as a motivational thing to inspire worker for opposition of overall performance and additionally facilitates character that address conflicts (Omisore & Abiodun, 2014). Conflict among institutions employees

have a sizeable high-quality dating at overall performance for better learning (Uzma, Zohurul & Sununta(nd); Agbonna, Yusuf & Onifade, 2009; Adeyemi, Ekundayo & Alonge (2010); Alajekwu, H. N. &, Alajekwu, U. B. (2017).

Innovative Thinking: Conflicts can stimulate innovative thinking if properly managed. Conflicts allow reconsider the need for thoughts and actions. It may seem easier to live with unresolved misunderstandings than to face the fact that there is real fundamental difference that requires awareness and control (Deetz and Stevenson, 1986).

Conflicts in organizations bring tension among employees, this tends to reduce employee well-being and morale because it does not meet the needs of the employee. Given the large number that can impact performance, it is of utmost importance to assess the involvement of conflict in organizations (Evuvarherhe & Olatunde, 2016). This in keeping with Ongori (2009) might appear in diverse attitudes which includes low or excessive morale and inactiveness or loss of zeal for duties. Conflicts are due to clamoring for higher welfare, continuation of conflicts impacts employees` productiveness and hinders the fulfillment of organization dreams. Empirical findings in keeping with Ongori (2009) display that organizations are adversely suffering from conflicts in overall performance and wastage of scarce resources. Conflicts construct the spirit of teamwork and cooperation, this takes place mainly when the group of workers come collectively to clear the conflict.

Conflict Resolution Values

Respect for all: Conflicts can and must be resolved by considering the needs of those affected by the conflict. Solutions that meet the needs of one party at the expense of the needs of the other are neither fair nor permanent (Bodtker & Jameson, 2001; Kazan & Ergin, 1999).

Participation and Empowerment: Conflict resolution is based on the belief that people have the right and obligation to participate in decisions that affect their lives. Therefore, dispute resolution emphasizes that when people work together, they are most likely to reach their goals and build rewarding relationships.

Respect for Diversity of Views and Perspectives: The basic principle of conflict resolution is that the parties to a conflict must respect and understand each other's needs and perspectives. This means not only understanding and respecting those you agree with, but also understanding and respecting those you disagree with and respecting your disagreeable rights (Kazan & Ergin, 1999; Bodtker & Jameson, 2001).

Justice: Most people who practice and write about conflict resolution agree that the solution needs to be fair and impartial. There are two types of conflicting justice: procedural and substantive. Procedural justice means that the process for dealing with conflict is fair. (Cambodia – World Bank, 2005). Dispute resolution methods can be very helpful in ensuring procedural fairness, like making sure all parties affected by the conflict are present. Rahim et al., (2000) fairness claims to be one of the most important concerns of employees in an organization.

Nonviolence: conflict resolution encourages the use of nonviolent techniques wherever possible. Based on the argument that violence is generally unethical and ineffective, conflict resolution methods seek to identify and create nonviolent options for dealing with conflict. (Bodtker & Jameson, 2001) When conflicts escalate, it often reaches a stalemate, neither side can win, but neither side retreats or accepts losses.

Implementation of Dialogue in Organizations – Obj 3

Dialogue can be an effective tool for creating an inclusive process for staff to communicate effectively and respectfully with each other. A dialogue group is a key strategy for dismantling stereotypes, improving working relationships between different races, and understanding how organizational practices impact different racial identity groups. The purpose of dialogue is to move beyond any one individual's understanding, For Barge (2002) "dialogue is a collective and collaborative communication process whereby people explore together their individual and collective assumptions and predispositions. Another argument for the need of dialogue in organizations is that managers and employees are often confronted with ambiguous, complex tasks and situations for which there are no set standards or rules (Lipshitz, Friedman, & Popper, 2007; Noordegraaf & Abma, 2003). Noordegraaf and Abma claim that in these situations, "stories and dialogue are important vehicles to manage ambiguity and to develop a shared understanding of the situation and required actions". Dialogue implementation can be achieved through learning, decision making, open communication and listening as discussed.

Decision making

Dialogue can play a key role in addressing equity in the workplace. Decision making in organizations require dialogue that help resolve conflicts affecting organizations. The more complex the organizational world becomes, the more people in all parts of organizations have to remain in permanent touch with the essence of their professional work: the decision-making process. "Judgment is the core, the nucleus, of leadership. With good judgment, little else matters. Without it, nothing else matters." Tichy & Bennis, (2007, p.5). Looking at decision making in organizations, we have to look at the interplay of people in their professional roles, at teams and networks, and at the complete organizational system in its social and environmental context. People who establish and focus on the complete decision process quite simply make better decisions. The best decisions are those that can be turned into focused action. They are best made in a dynamic process that balances the need for speed, sustainability, simplicity and variety. Only then can decision makers maintain their ability to act in the best possible way and achieve the best results, because dialogue can be implemented through the decisions made.

Open Communication

Dialogue is an important strategy to increase understanding, enhance competency through practice, and provide an opportunity to learn different perspectives about individual and organizational issues. An organizational change initiative should include a dialogue process through the different stages of change Yankelovich (1999). Dialogue is key in organizational communication and learning, to implement dialogue, it is important to have open communication. Competencies help individuals learn, develop and perform in workplace setting. In dialogue a group explores complex, difficult issues from many viewpoints. The result is a free exploration of ideas that bring to the surface the full depth of people's experience and thought, while concurrently moving beyond individuals' views. Dialogue is the collective way of opening up judgments and assumptions Bohm, (1996), Davern (2004) notes that it is important to consider face-to-face meeting as more appropriate, depending on the issue. Participants involved can discuss the message, ask questions for clarification and resolve any misunderstandings, the essence of open communication is to help understand and come to an agreement with the audience.

Listening

Dialogue is a concept of communicative learning, dialogue enables individuals to gain insights that simply could not be gained individually. “dialogue aims to build a group that can think generatively, creatively, and most importantly, together”. Sheridan (2004) argues that working with social identity differences promotes connection and therefore the possibility of deep systematic change within organizations. Dialogue participants generally do not know beforehand what they will say, so they must engage in active listening to each other and to reflect on their own assumptions in the process. The process challenges individuals come to better understand their own motives and needs. Listening shows respect, in the event individuals are made to realize that they are significant and respected, they will develop self-confidence and will mirror these virtues for other people. Hence, will establish positive behavior in their surroundings which affects mental well-being. When the focus of learning is communicative, participants increase insight and attain common ground through symbolic interaction Mezirow, (1991), and this can easily be achieved through active listening.

Organizational Effectiveness

Dialogue in conflict resolution makes the organization habitable, consciously, involves sharing ideas, feelings, thoughts, and many other things that humans share. The consequences of workplace conflicts appear to have a significant impact on employee effectiveness. Employee effectiveness is a worker's commitment to tasks that result in better performance and high productivity. Organization effectiveness is the ability of employees to perform at their best to achieve organization's desired goals and objectives. The diverse impacts on employee performance are as widespread as the conflicts in organizations. This is reflected in the quality of work done by organization employees to make up for the time lost in the conflict.

Conclusion

Management and organizations change on different levels and this calls for dialogue in effecting activities. Organizations have conflicts over participation, superiority, leadership styles, lack of shared resources, that reduces employee satisfaction with the work and reduces productivity and performance. Therefore, it is very important to recognize conflict early and pay attention to the parties. Dialogue between parties are the best way to resolve conflict to enhance organization effectiveness, but violence should not be used. It is impossible to completely eliminate conflicts. Managers trying to eliminate conflicts will not last long, but managers who resolve them usually experience both institutional benefits and personal satisfaction. Rahim et al. (2000) therefore, employee perceptions of an organization's justice are positively associated with the use of a more collaborative (integration, binding, compromise) style of conflict resolution. Dialogue is shared social space for all in the organization and thoughts on shared meaning that can bring effectiveness and satisfaction to the employees in the organization.

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