MASARYK UNIVERSITY
FACULTY OF ECONOMICS AND ADMINISTRATION

MPH_AHMR Human Resources Management

CROSS-CULTURAL CONFLICT WITHIN THE ORGANIZATION

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DEFINITION

CONFLICT
"*A relational dispute or a clashing of opposed principles*"

CULTURE
"*Customary beliefs, social forms, and material traits of a racial, religious, or social group*"

CROSS-CULTURAL CONFLICT
"*Conflict occurring between individuals or social groups that are separated by cultural boundaries*"

Poorly handled conflict leads to
➢ Low productivity
➢ Resentment
➢ Toxic relationships
➢ Unresolved problems

Fueled by an individual's perceptions of
➢ Goals
➢ Resources
➢ Power

Exists in nearly every level of society

Differences in disciplinary cultures is the most common form

Culture is inextricable from conflict but it **does not** always cause it

CROSS-CULTURAL CONFLICTS IN ORGANIZATION

Different Styles of Communication
Ways of interpreting words and sayings
Nonverbal communication involving facial expressions and gestures…

Different Styles of Decision-Making
Who take responsibilities to solve and make decisions (Group or individual)
Is hierarchy important?

Distinct Attitudes Toward Conflict
Some view conflict as positive while others treat it as a negative thing
Preferential way to resolve conflicts

Different Attitudes Toward Disclosure
Frank or reluctant to talk about their emotions and conflicts or any other personal information.

Different Approaches to Completing Tasks
Uncommon access to resources
Different incentives
Different notions of time and thoughts

Different Approaches to Knowing
Refer to knowledge through experience.
Or focus more on cognitive means such as countable and measurable things to gain knowledge and know things.

CROSS-CULTURAL CONFLICTS MANAGEMENT STYLE

Contemporary organizations need conflict management but not conflict resolution (Rahim, 2003)

→ **To design effective macro-level strategies to minimize the dysfunctions of conflict and enhancing the constructive functions of conflict**
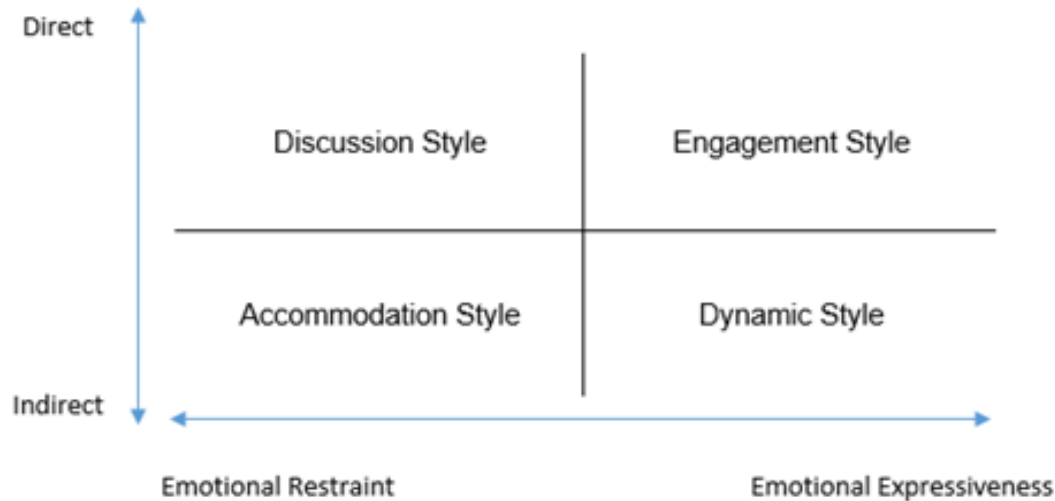
CROSS-CULTURAL CONFLICTS MANAGEMENT STYLE

Rahim (2003), a model of conflict management styles in with 2 dimensions: concern for self and concern for others. Each style was described in usage of handling different conflict situations.
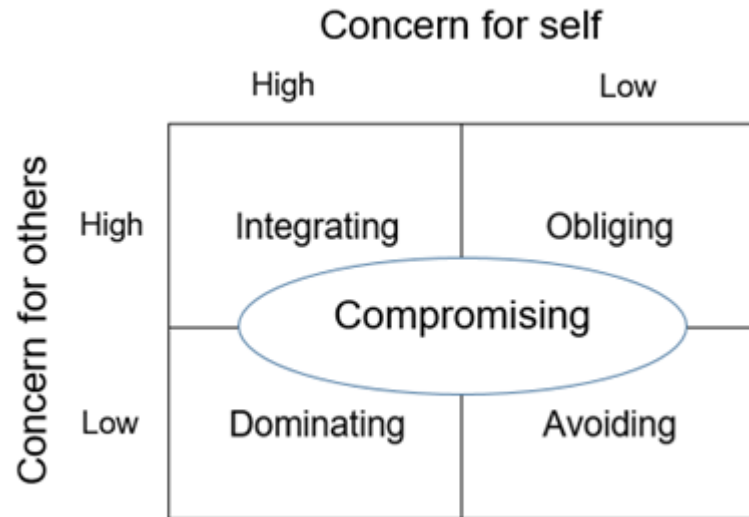
CROSS-CULTURAL CONFLICTS MANAGEMENT STYLE

In adaption of Individualism/ collectivism and high-context and low-context culture, Hammer (2005) developed ICS (Intercultural Conflict Style) model which identified 4 cross-cultural conflict resolution style

THANK YOU