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Effects of using the Win-Loss Method for overcoming conflicts in organization

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Abstract

Conflict is a phenomenon that is present both in society and in organizations. Managers spend part of their time in conflict situations and trying to resolve conflicts. Business development under conditions of competition and pressure from the external environment in the global market and the continuous struggle in this sphere, requires from managers skills, knowledge, resistance, but also confrontation with conflicting situations, which they must manage and resolve in right there and then.

In this research is used a quantitative approach and the data are collected through questionnaires made from a sample based on the characteristics of organizations and employee leaders. 340 leaders of organizations were surveyed and the case study are taken from Kosovo businesses.

It presents descriptive data analysis and the empirical findings shows that the negative effects of conflict and that affect work performance

The findings also show that the use of a Win-Loss strategy model is still applicable in

conflict management, while employees' awareness of the factors that cause conflict significantly affects work performance.

Keywords: Conflict Management, Win – Loss Method, Effects, Strategy

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1. Introduction

For a certain organization to be successful in the implementation of certain strategies by the management, there must be a general harmony that follows the implementation process, but which is not always complete. Often, disagreements arise about the definition of objectives, work methods, or priorities for group members. Disagreements then result in general conflict within the organization, which must necessarily be managed based on different ways of approaching it.

The greater part of the responsibility in this whole situation, but also the greatest importance in this whole process is the manager of the organization, who, based on several steps, is obliged to take measures to manage the conflict that develops within the organization, as in the worker-management relationship, as well as in the conflicts of workers among themselves.

2. Overview of the effects of using the Win-Loss Method for overcoming conflicts in organization

Conflict represents a situation in which opposing intentions, attitudes or behaviors between two or more parties lead to disagreement or opposition and hinder or block efforts to accomplish tasks. Conflict always exists when people are in opposition to each other (Lussier, 2010). Conflict occurs when there is inconsistency of goals, thoughts or emotions in the circle of the group, between its individuals that leads to opposition. Conflict represents a form of behavior of individuals or groups in the organization, in which inconsistencies, oppositions and matches dominate, when individuals or organizational units work against each other (Zeqiri, 2011). Human nature tends to avoid negative experiences as much as possible. Therefore, there is always a tendency to prevent conflicts before they happen. When conflict occurs, the manager's responsibility for managing it is inevitable. But conflict, just like negative, can also be positive. Because, on the other hand, a conflict can influence the creation of ideas and creative solutions to the challenges faced by an organization (Josey, 2007).

For a certain organization to be successful in the implementation of certain strategies by the leading management, there must be a general harmony which follows the implementation process, but which is not always complete. Often, disagreements arise about the definition of objectives, work methods, or priorities for group members. Disagreements then result in general conflict within the organization, which must necessarily be managed based on different ways of approaching it.

2.1. Strategies for Conflict Management

Conflict situations are often charged with tension and anxiety and can significantly damage the quality of interpersonal relations in the organization. For this reason, developing conflict management strategies is crucial. Podrug and Gauta (2013) emphasize that the effectiveness of conflict management is achieved by individuals who have the ability to detect and eliminate the causes of conflict on a long-term level, so that the recurrence of conflict

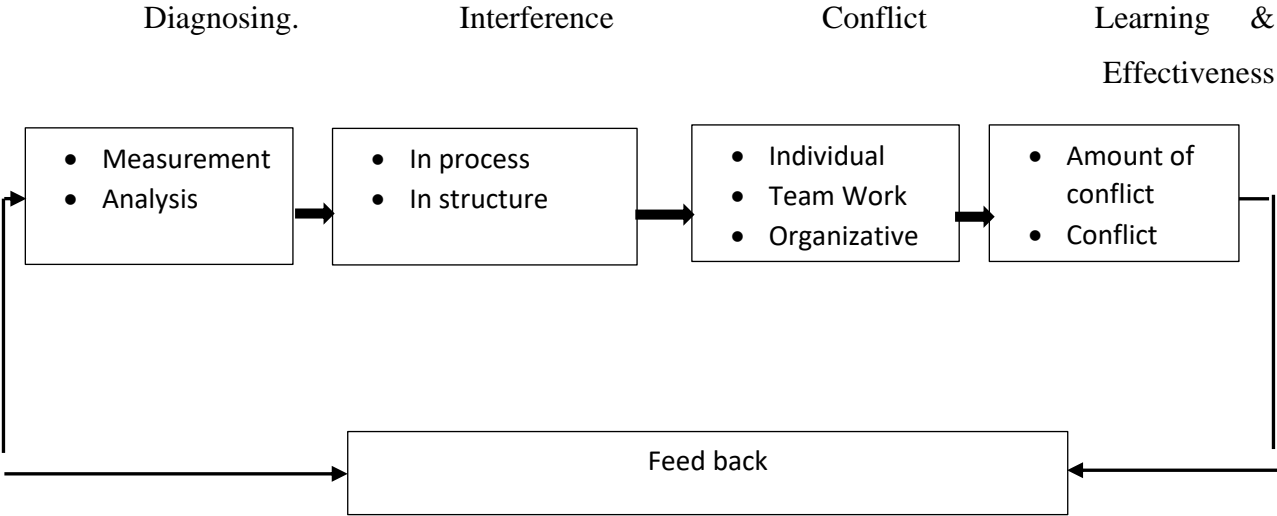
episodes is avoided. The role of the leader in conflict management does not have to be direct, but it is certainly focused on the development of emotional and social skills that will allow participants in the conflict to get to know themselves and other participants in the conflict better, as this creates the prerequisites for eliminating the causes of the conflict.

2.2. Conflict Management Process

Conflict management in the organization represents the process of eliminating the negative aspects of the conflict and increasing the positive aspects. The goal of conflict management is to improve learning outcomes as well as team achievement, including effectiveness or performance in the organizational setting. Well-managed conflict improves group performance (Rahim, 2001) .

The conflict management process, according to Rahim M.A., graphically looks like this:

Figure 1: Conflict management process



According to Figure 1, conflict management includes diagnosing conflict and intervening in it. Diagnosis is the basis for intervention. This means knowing the problem, anticipating it and then formulating it.

2.3. 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.*

- a) *Win-Loss Method*

The Win-Loss income method includes: the dominance of power and authority, ignoring opportunities for influence, rules of majority, and "railway" (Zeqiri, 2006).

In the method of the 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 have reservations against them, are calmer in their statements, and cannot be identified with the goals of the organization. All this can lead to reduced energy and creativity.

The second method of ignoring opportunities for influence or transcendence to respond to conflict can result in a win-lose outcome. This can occur when someone takes a certain activity while receiving neither positive nor negative responses from others. In such situations, the suggestions are not accepted and the one who proposed them has lost.

The other method, the majority rules, is used when group members make decisions by voting and there are no fixed sides, which means that solutions are acceptable as long as group members declare for different suggestions according to their priorities. If it is about the fixed votes of respondents, where one party has a majority, this method becomes dysfunctional.

In the last "railway" method, the minority imposes itself on the majority and makes it silent, it can also appear in cases where the majority is apathetic and willingly allows itself to be led without question.

b) Method with a Loss-Loss Result

The Loss-Loss method is based on the fact that it is better for both parties to lose than for one party to win while the other party loses. This method includes: compromise, bribery, third-party assistance and compliance with the rules.

The first method of compromise, the parties are faced with two possible solutions and choose the one that is between the two solutions, this method is used when the one that can be divided can be fixed and is rarely used when the problem is observed differently.

Bribe method - we mean when one side pays more in order to get the second side's agreement.

The third method that is used is the involvement of a third party as an arbitrator, although arbitration acts as a win-lose method, it acts to enable a win-win outcome, which means that neither side wins everything. Arbitration enables the avoidance of conflict between the parties through discussion.

The last rule-abiding method is a method similar to the one mentioned above where the parties to the conflict resolution set the rules and both sides lose.

The following can be defined as common characteristics for both methods (Zeqiri, 2006):

- 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

c) *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, decide 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 (Zeqiri, 2006).

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 the situation when there is no conflict of interest on the part of the integral decision-making is not such a case. 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 (Win-Win strategy) (Rexhepi, 2015).

3. Research methodology and empirical findings

This study was followed by the quantitative approach, in the sense of collecting and analyzing primary quantitative data, using questionnaires, whose data are analyzed and expressed mathematically and statistically, using numbers, graphs and tables.

After determining the questionnaire method, it has been decided that the questionnaire will be administered via the Internet, as the most appropriate form in this situation, and is working through purposive sampling. The data was collected in a period of four months from January 2023 to April 2023. It was attempted that the design of the questionnaires be attractive and simple, 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 the Albanian language, so that the respondents understand the questions better and give answers easily and clearly.

3.1 Description of results

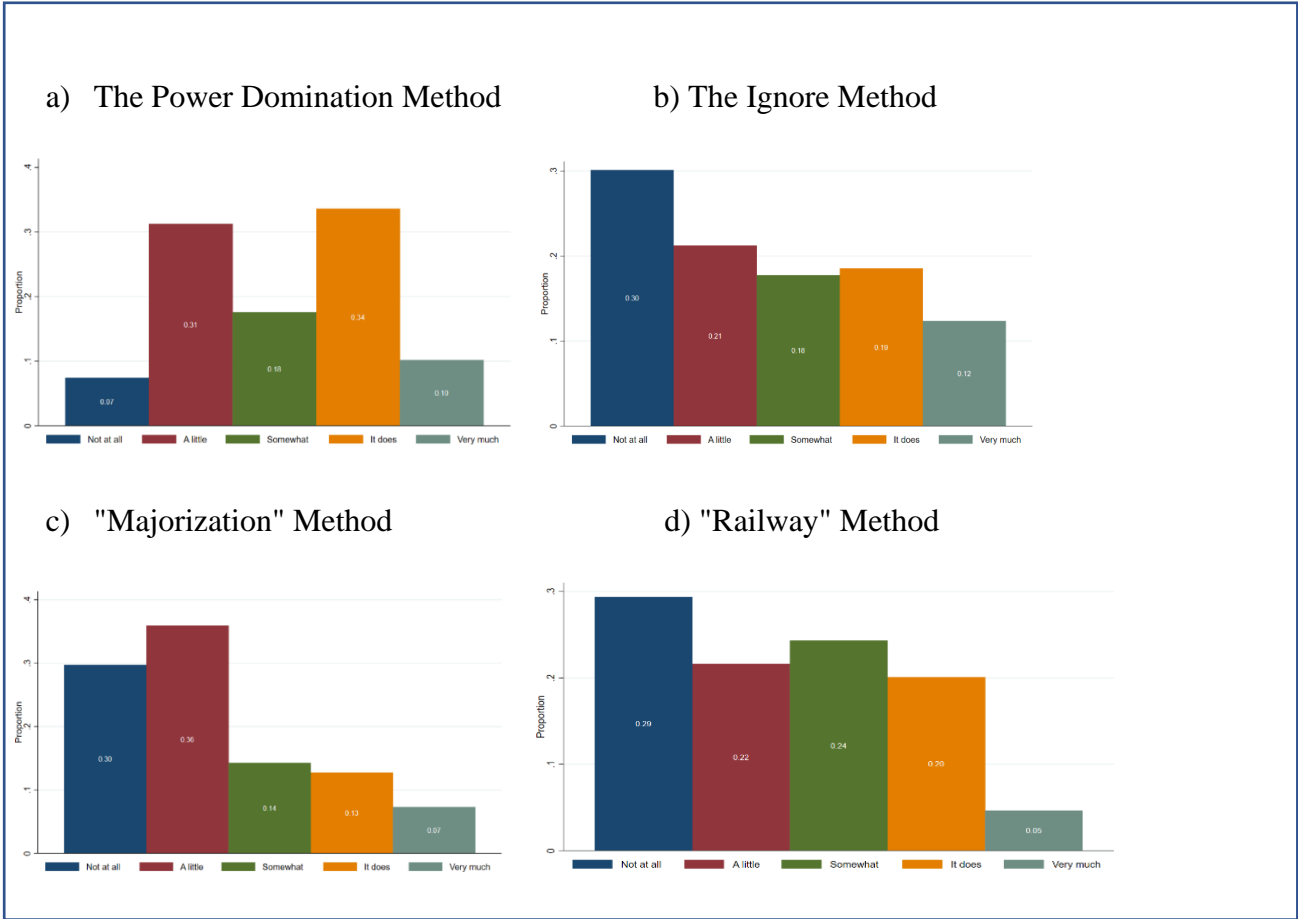
Respondents in this research were also asked about the Win-Loss methods they prefer to apply to overcome the conflict. There were four optional methods in the questionnaire:

- a) *Power Domination Method* (conflict resolution through the leader's authoritative decision)
- b) *Method of Ignoring* (resolving the conflict by ignoring it on the part of the leader)
- c) *Method of "Majorization"* (resolution of the conflict through the misuse of the power of the majority)
- d) *"Railway" Method* (conflict resolution through the dominance of the power of a small group within the organization)

In Figure 2 it can be seen that 44% of respondents agree "It does" or "Very much" with the Power Domination Method as an effective method for overcoming conflict, while 38% of them think it has "A Little" or "Not at all" effect. With "The Ignore Method" 51% of respondents agree "A Little" or "Not at all", 18% of them think "Somewhat", while 31% agree "It does" or "Very much" with this method. "Majorization Method" is considered as "A Little" or "Not at all" effective by 51% of respondents, up to 20% of them agree "Very much" with this method. The respondents are much more skeptical about the "Railway Method". 66% of them agree "A little" or "Not at all" with this method, 14% consider it "Somewhat" and only 13% agree "It does" with the effects of the "Railway Method".

Win-Loss methods for overcoming conflict

Figure 2: Win – Loss Methods for overcoming conflict



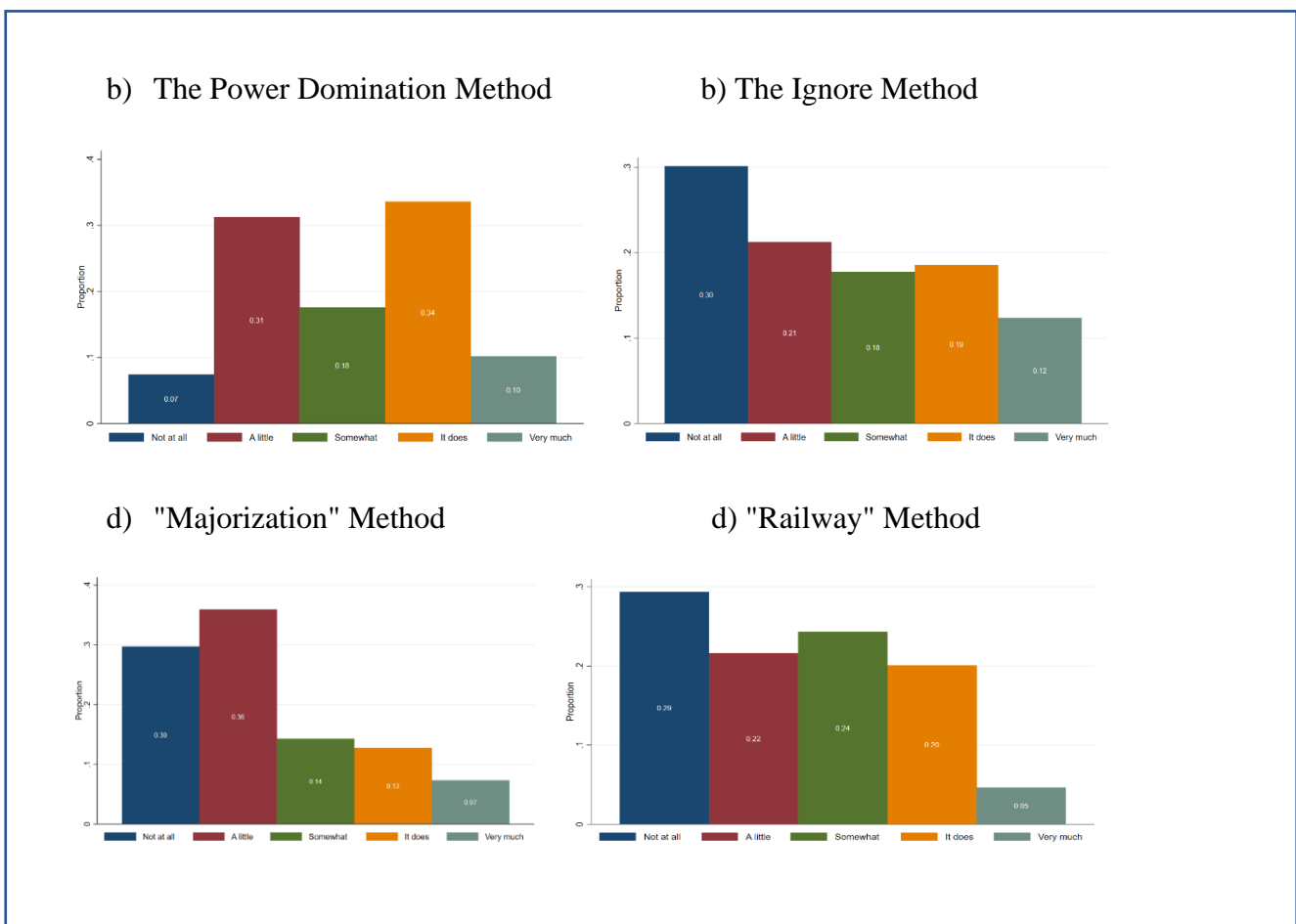
Source: Survey conducted by the author

3.2. Empirical findings

The method with win-lose for overcoming conflicts

The method with win-lose results for overcoming conflicts is currently the most used in organizations

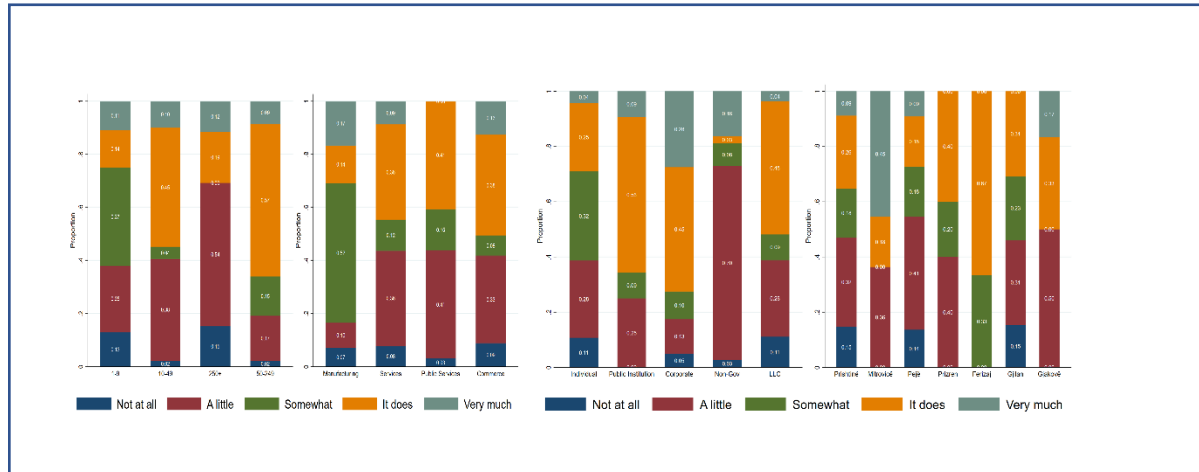
Figure3: Win – Loss Methods for overcoming conflict – 4 Methods



Source: Survey conducted by the author

The Power Domination Method

Figure 4: The results of the survey for the perception of the of applying the Power of Domination Method as a way to overcome the conflict

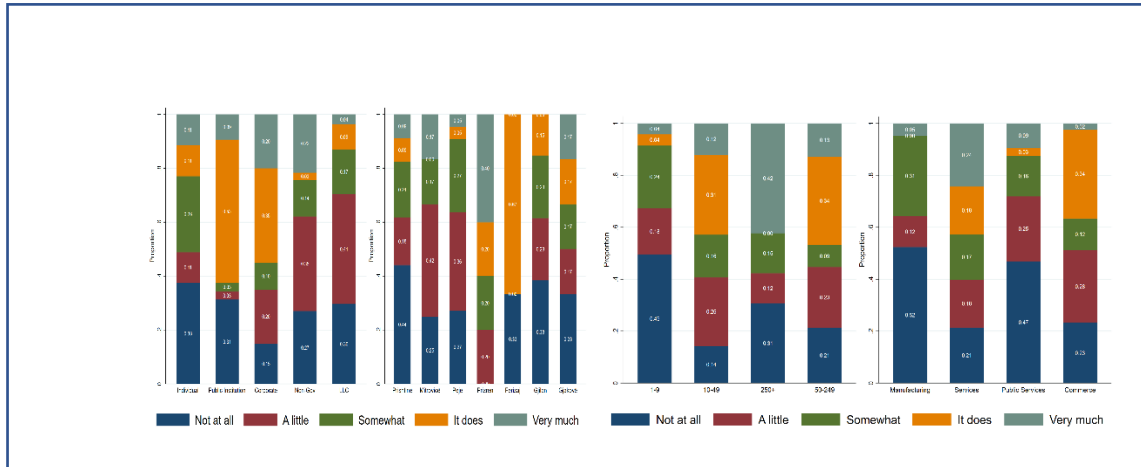


Source: Survey conducted by the author

As can be seen in Figures 3 and 4, all respondents have admitted that there is a perception that the Power Domination Method is a win-loss method that can bring results in overcoming the conflict. A large majority have declared it as a method that brings results. Public enterprises and those with the largest number of employees are those organizations that favor this method and consider it as an applicable method (see the results in figures 3 and 4).

The Method of Ignoring

Figure 5: The results of the survey for the perception of the of applying the Method of Ignoring as a way to overcome the conflict

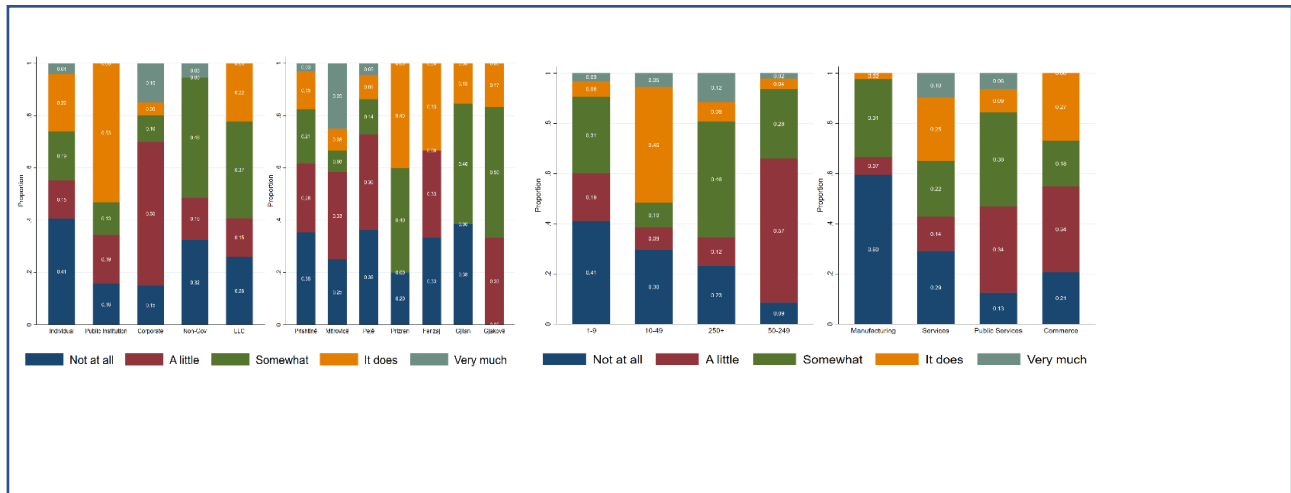


Source: Survey conducted by the author

From the results of the survey, it can be seen that the respondents do not consider the Method of Ignoring to be very effective as a method that can be applied in overcoming the conflict (figure 3). More than half of them consider it as "A little" or "Not at all" effective. This is what most NGOs and LLCs consider. Also, Public Services and Production consider it in the same way. As for supervisors of employees, those with a very small number under supervision and those with a very large number of workers under supervision have less consideration for this method (figure 5).

Method of Majorization

Figure 6: The results of the survey for the perception of the of applying the Method of Majorization as a way to overcome the conflict

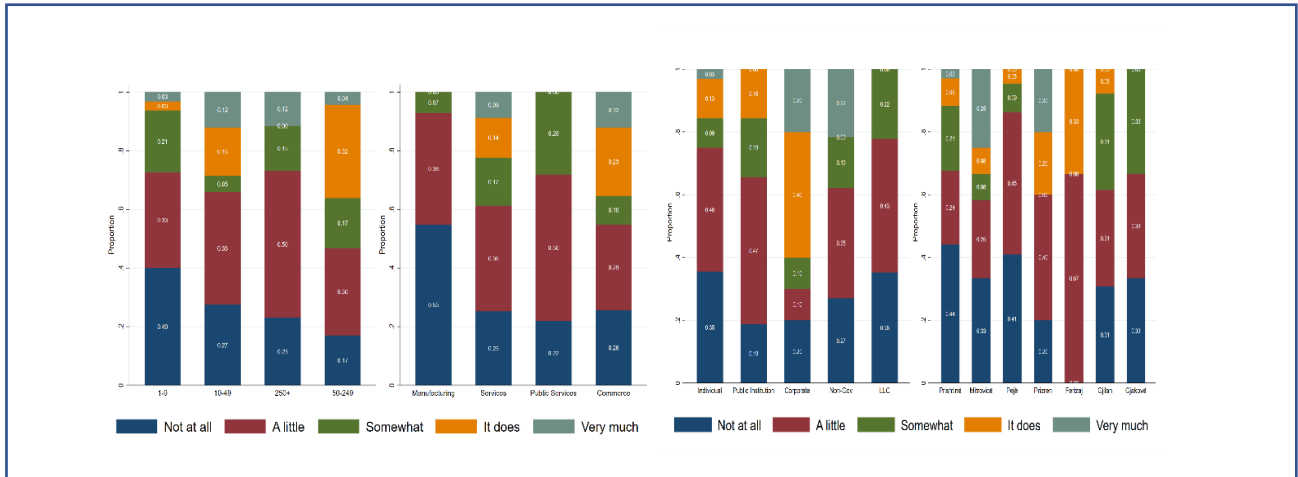


Source: Survey conducted by the author

Figures 3 and 6 clearly show the responses of the respondents and their perception of Method of "Majorization as a Win-Loss method for overcoming the conflict. Most have the perception that it is a method that can be applied successfully. Services, Public Services and Commerce are the sectors that mostly agree with this method. Also, supervisors of employees in organizations with a large number of employees have given a similar assessment, while according to the legal status, it is the corporations and Public Institutions that consider that the Method of "Majorization" is a method that enables conflict in organizations to be overcome.

The "Railway" Method

Figure 7: The results of the survey for the perception of the of applying the "Railway" Method as a way to overcome the conflict



Source: Survey conducted by the author

In figure 3, it can be seen that even for the "Railway" Method, there is a perception that it is a method that enables conflict to be overcome. This perception can be seen from the results of the survey for this study and the direct questions that were asked about the possibility of applying this method as a strategy for overcoming the conflict. For this method, Individual Businesses and LLCs mostly agree (Figure 7). companies that have a large number of employees and in terms of the sector mostly agree with the method companies from the commerce sector.

4. Discussion

Results shows that the Win-Loss methods for overcoming conflict are methods that are accepted and applied by supervisors of employees in different organizations, regardless of differences in status, region, sector or in the number of employees. The results from the descriptive data show that a significant percentage of the respondents of this sample agree with the methods as a way to overcome the conflict and this confirms the hypothesis raised about the effect of Win-Loss methods for overcoming the conflict and avoiding the effects of reducing performances.

The Win-Loss method for overcoming the conflict seems to be the method used the most by the leaders of the employees in Kosovo. Four types of this method were tested in this research and for all of them there was a statement that they were used by the respondents.

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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