



RELATIONSHIP BETWEEN DIVERSITY AND CONFLICT MANAGEMENT AMONG DIFFERENT ORGANIZATIONS

Imran Ahmed Shah¹, Alisher Khamdamov², Shar Azhar Ali³, Naveed Ali⁴, Shadma Parveen⁵
E-Mail Id: ¹imranshah3117@gmail.com, ²alisher_khamdamov@mail.ru, ³azhar.ali@outlook.com,
⁴katohar.naveed@outlook.com

^{1,2}School of Management and Economics – University of Electronics Science and Technology of China,
³Sichuan University of science and engineering,

⁴school of Public Affairs and Administration, University of Electronics Science and Technology of China

Abstract-To construct a theory and clarify that how is diversity within organization or workgroup. It can guide in handling conflict, and how this result might be intensified organizational behavior. Study explains and argues what diversity management is and why this is related to multinational organizations. Then develops multi-level, theoretical framework to suggest the situations of diversity and may guide to high intensity of conflict. Further research explains and describes the role of conflict in diverse workgroups and discover the moderating result of organization on the relationship between diversity and conflict management. In diversity workgroup members present with strong organizational behaviors (e.g. in-group preference and out-group refusal) will make worse chances that diversity may guide to conflict management and styles of handling conflict, it will decline the possibility that diversity directs to task conflict. The model displays the importance of examining diversity and handling styles according to situations, just as the presence of age, value, culture, nationalistic behavior which may hinder the potential of diversity management.

Keywords: Conflict Management, Diversity, Organization.

1. INTRODUCTION

In the United States word “Diversity”, is utilized, is ongoing relation of the U.S. government and the country’s officialdoms and industries. In the U.S speedy developing groups, employees are foreign-born individuals, Hispanics, Blacks and people with ailments [1]. In the U.S all these groups are comprised explanation of diversity that contains such perspectives just like ethnicity, gender, sexual direction age, and incapability [2]. On diversity attracting the government’s attention, company investments have developed in diversity management struggles since past two years up level of an eight-billion-dollar level [3]. Businesses have implemented lot of performances aspired at promoting diversity, just like counseling programs insisted on progressing ethnic minorities, women, networking programs, training programs which combines workers who distribute a same demographic environment, and supplier diversity curriculums. With the exclusion of gathered records of most excellent performances, it has been found little structured knowledge about particular programs utilized by generosity as well as customer service companies [4]. Therefore, the objective of this research was dual: first, to sketch what the diversity management literature guides about numerous curriculums of diversity management, and second, to scrutinize that diversity management activities are utilized by companies which have been identified like as perfect businesses for diversity management, counting a relationship with what the literature suggests. While this studying, this is examined the diversity management agendas from a sample of customer service-related and hospitality corporations which were called the name by Diversity Inc. to become top organizations for diversity.

The concept of diversity involves respect and acceptance. This shows that every person understands that he or she is the only one and identifies our individual diversity. It may be side by with the proportion of age, gender, sexual orientation, ethnicity, race, physical ability, socioeconomic status, political beliefs, religious beliefs, and other philosophies. This is these different discoveries in a safe, positive and promoting atmosphere (Tuan, 2019). It is to consider each other and observe the influential elements of diversity among all, beyond the easy acceptance of implementation. Diversity is a place of mind full exercises which engage appreciating as well as understanding dependent of humankind, values, cultures, and the natural atmosphere; working agreeable admiration for experiences as well as qualities which are dissimilar from our right; considering that diversity comprises not only becoming methods but also knowing techniques; identifying that cultural , personal, and institutionalized bias generates and maintains rights for someone, while generating and maintaining disadvantages for others; and forming agreements across divergences so that we can perform together to eliminate all conditions of inequity(Halvorsen et al., 2010). Diversity workplace suggests to different diversity between employees in the company. Thus diversity includes gender, age, ethnicity, racial cognitive style, personality, education, organizational function, term of office, and background. Diversity is not only about how men know themselves, but also how to distinguish others. Those

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opinions concern their relations. For broad collection of workers to perform effectively in the organization, proficient human resource need to contract effectively with problems such as adaptability, change and communication (Singh et al., 2013).

Diversity management is a procedure aimed to generate and preserve a helpful work atmosphere wherever the differences and similarities of persons are signified; therefore that everyone can accomplish their strength and increase their part in the organizational strategic objectives and goals.

Diversity is a confused actuality, with essential ethical and spirited suggestions (Hanif et al., 2014). According to Gilbert et al. (1999) discovered connecting diversity involves a 'modern company's paradigm', that needs planned and organized different struggles. Last two years, corporations have differently responded to including an employee's diversity. Firstly it is attempted to react to this phenomenon pursued 'confirm action' approach. Confirmatory practice has been explained like a "program planned to balance engaging and admission chances for traditionally harmed groups by charming into deliberation those different roles which have been applied to reject the same dealing" (Shaw 1988, p. 763). The subject of positive behavior is to ensure the same opportunity, but these steps are perceived under many unreasonable and ineffective conditions. Many of the negative reactions and problems associated with confirmed behavior are known. Many of the problems are explained by harmful behaviors that rely on excellent choices in an unrelated and unique workplace (Gilbert et al. 1999; McMillan-Capehart et al. 2009).

Obtaining the restrictions of affirmative action in description, lot of companies have transformed the procedure in that they lecture to diversity, follow a 'Diversity management' style (Kelly and Dobbin 1998). This can be explained diversity management like as "an intentional and designed program planed towards differentiate between workers, resource of creativeness, greater effectiveness as well as complimentary" (Stockdale and Crosby 2004, p. 12). According to this modern style, actively businesses obtain to take benefit of dissimilarities between works (Ivancevich and Gilbert 2000; Yang and Konrad 2011). According to Noon (2007); Syed and Kramar (2009) recently have condemned this 'organization's thinking case' to organizing diversity, discussing that this is harmful to social justices well as equality. The alternating of the social fairness verification by the organization's motivation potentially has 'fatal flaws that may undercut equal results and ultimately may show to become precarious for social fairness' (Noon 2007, p. 773). According to this outcome, to what level of diversity management programs can support the business to generate a maintainable competitive benefit remains still as question mark (Kamp and Hagendorn-Rasmussen 2004; Bendick et al. 2010).

As Syed and Kramar (2009) reveal, a multi-layered, relational diversity management model is needed. Focus on the perfect corporate culture change (Gilbert et al., 1999, p. 66). The diversity system requires a perfect review of the strategic human resources management (SHRM) recommended by Robertson and Parker (2007) and Cook Glass (2009). This is typically described and explained by SHRM, as well as the social and strategic requirements for management system-related personnel management practices and management (Wright and McMahan 1992; Jackson and Schuler 1995; Ravel et al., 2009). SHRM can be interpreted as a specific location for internal lysable procedures and exercises that rely on the structure and implementation of SHRM classifications and are led to attracting, increasing, and maintaining the human capital of companies (Mart et al.). As mentioned by Ferguson and Leo 2009. Cohan et al. (2003), this level shows that companies achieve competitive and equal advantage from diversity. Describes how to create an SHRM schedule. Procedures such as wages, incentives, and recruitment should vary greatly, but the differences between workers are often different rates of different responses and benefits between them.

Diversity management includes employee procedures, programs, offices, admissions statements, training, and work plans that claim that humans will be separated from diversity-related people.

There seems to be a background to increasing equal opportunities in law, discrimination related to administrative discrimination procedures, attacks on new activists and active unfriendly political managers (Kelly and Kelly Dobbin, 1998; Dobbin, 2009). Employee experts re-offer review activities and diversity management, and understand their proximity to the customer market with modern styles (Dobbin, 2009), as well as accelerate the practice of men and women of color. In 1998, 75% of fortune 500 organizations implemented diversity courses (Ryan, Howdon, and Branick, 2002). Diversity management refers to a single possible action on the issue of discrimination against people. Convincing practical studies include race and gender, especially if you take advantage of the enthusiasm within the business, high job positions and additional elements (Gong et al., 2011) White male and female colors, white men and women are ready to improve professional and manageable skills, but since the 1960s, this home symbol has been very much compared to white male supplements (Toovicmask Devey, 2007). People of color are often tracked and alienated by the few, less autonomous, and low status works. These groups also look like a "glass ceiling": synthetic, discriminatory or reserved issues to improve at the top of the organization (Kanter, 1993; Cart, Hemson, Owadaia, Van Niemann, 2001). Still, as when the colors of white men and women completed these



categories, their details, as Allison stopped, as he understood the security obtained by the matching part (Anderson, 1999), etc. Demonstration of women who were not affected by further circumstances.

2. LITERATURE

2.1 Age Diversity

Study would recommend that the image is developing. CIPD collected the survey data in the (2006) clarified that, thoughts among line managers and personnel professionals towards older employees, till as, have gone away optimistic change in the past time. Somewhat than it has observed as profitable load, now older employees are identified like as appreciable source, admirable of protection as well as investment. These judgments are authenticated by the self-statements of old employees, fewer who quote illustrations of inequity now rather than past time. Young employees materialize to have charged small fine with age on employers environment (EFA, 2005) covering that young employees likely were to be frightened, provided unskilled works, exceeded over support of 'more practical' employees, as well as an eliminated from professional pension systems, on the their age levels.

At the level of position, lot of our organizational contacts emerged doubtful of the searching style and believed still as that both younger also older employees negatively were labeled by administrators as well as friends. Moreover, they realized that these approaches were straining throughout to the employment headhunters and companies who chose fresh workers on the basis of organization. In several cases this was intelligence that supervisors desired to need a team which was simple to arrange and therefore did not include any personality which may necessitate further support. This kind of approach was known as tough to dismiss, just like discriminations can be extremely established and time taking control. Our target people mentioned that occasionally it even might not arise to public that who are being prejudiced. Furthermore hindrances occur when one believes that typecasts can be opinioned in actuality and needed not be discharged from hand. Still it is careful and clear research is described already a decision can be completed, like as the illustration of absence illness demonstrates. Although the reality illustrates that old employees are further possible to take over time for solemn medical situations, the thought which older employees are missing often more than young employees are not created by knowledge. Actually, the age of this group relates to trace long period time with no any kind of absence (Hurst field and Akroyd, 2005). Both research evidence as well as anecdotal (ACAS, 2004) confirmed to the truth which young employees are furthermore possibly to take regular, sick leave of short-time– not small the typical afternoons of Friday also Monday mornings – and also are more level to incapacitating sports industrial as well as injuries accidents.

2.2 Conflict Management

Conflicts are element of individual perception in every perspectives of life. Anybody cannot ignore conflicts, however at home, at office, or during watching television. The outcomes of business conflict accomplish today furthermore than yet before like as the border between homes blurs, organizational experiment and work with flatter furthermore decentralized organizations. While adding, the difficulties of conflicts develop as businesses become further diverse as well as open. Conflict is an even enviable and predictable: "To work in an organization is to be in conflict. While benefitting of combined work necessitates conflict management" (Tjosvold 2008: 19). No doubt that conflict management is attaining, developing concentration from upper policymakers as well as managers across main organizations and non-profit corporations. Lipsky and See ber (2006) clarified that last 25 years, businesses have transformed own directions to conflict management. Specially, corporations are further tended to accept "a proactive strategic thinking to manage organizational conflicts" (ibid. 360). The conflict's occurrence has numerous suggestions for businesses. This has been notified that administrators might use up to 42 percent of time to deal with conflict- connected compromises (Watson & Hoffman 1996). Job is important as conflict has the probable to depreciate organizational working by persuading accidents, resignations, overtime and absenteeism (Meyer 2004) and in capacitating person's well-beings well as health (De Dreu et al. 2004). On second side, several opinions about conflicts are as a basis of creativity, innovation, and improvement in businesses (Nemeth et al. 2004).

Researchers have discovered, this is helpful to concept broadly organizational conflict (e.g., Rahim 2002; Lipsky&Seeber 2006). According to Rahim (2002) conflict as "an interactive procedure cleared in inappropriateness, dissonance, or disagreement within or between social individuals (i.e., individual, group, organization, etc.). Conflict can communicate to mismatched choices, objectives, and not just actions" (207). In the opinion of Lipsky and Seeber (2006), organizational conflicts there are three kinds. (1) Hidden and visible differences suggest to "any business resistance which creates difference in anticipations of the appropriate way of accomplishment for employee or employees (Lipsky et al. 2003: 8). Place of work problems are conflicts "which evolved into formal complaints, charges and grievances," (Lipsky and Seeber 2006: 363). (3) Lawsuit proceeding suggests to law proceedings plus accuses registered with rigid administration. Commonly, this has been notified that conflicts focus on three elements of communication ground: an articulated interdependence, incompatibilities and struggle between two or furthermore parties or groups (Putnam 2006).



Conflicts have been usually examined like as obstacles to business performance. According to this viewpoint, conflicts require to become sensibly overcome, because “social communication itself is a negative power, and this is so because persons are beings unable of charming in either social conflict or interaction without unhelpful outcomes” (Bush & Folger 2005: 247). Although discussing that conflicts are an essential for new businesses; which are “not only important towards development, evolution of living systems and change, but [are], also, a system’s primary protection against detachment, stagnation, eventual extinction and entropy” (Ruben 1978: 206). Correspondingly, according to Aula (1999; 2000), that conflicts are vital power during carrying out the differentiation among representatives’ views, worldviews, and tricks which directs to furthermore innovative and original results. Conflict of Individual’s relation is an essential however ultimately this alters the entire societal atmosphere (Bush & Folger 2005).

On the basis of communications, three organizational models have controlled conflict management (Putnam 2006). Basically, the model of distributive and integrative negotiation, supported on Walton and McKersie’s (1965) perform on labor discussions, proper approaches scrutinize to conflict management. Second, the model of mediation competency suggests to third party in conflict relations. Lastly, the two connected model forces on familiar, individual conflict management level in the businesses. Numerous scholars (e.g., Guetzkow & Gyr 1954; Pinkley 1990; Amason 1996; Jehn 1997) have recommended that two elements which are appropriate for organizing conflict: dissatisfactions connecting to problems and dissatisfactions combining to sentimental problems (Jehn 1997). The alternate components suggests to dissatisfactions connecting to jobs, procedures, and further business problems (Rahim 2002). The touching element suggests to problems which “are caused generally by the negative responses of organizational employees (e.g. racial disharmony, personal attacks of group members, sexual harassment)” (Rahim 2002: 208). There is an extensive agreement that a reasonable alternate conflict level is even essential important for business improvement, wherein emotional conflict obstructs corporate practices at numerous levels (Rahim 2002). Although, some 127 researchers (e.g., Tjosvold 2008) discussing two elements are indivisible and ought to not be scrutinized individually: “The type or source of conflict is not the offender; it is how people organize it which decides its course and results” (Tjosvold 2008: 25). It is also stressed also the part of organization in deciding however conflict befalls efficient or inefficient to the corporation.

2.2.1 Age Differences in Conflict Handling-Styles

Within the exceptional atmosphere of minor organizations, which, in many cases, are little family organizations, interpersonal conflict might be harmful for the achievement of the organization. Even though many organizations discover techniques to handle that conflict in the place of work, very small is identified about how this is organized or the contact of conflict-management policies in the organization (Lee & Rogoff, 1996). This is understood that changing the focal point from the exclusion conflict to the conflict management necessitates a super thinking of the conflict environment (Thomas, 1992). This may be supposed that age, this division related to interpersonal conflict occurrence in the place of work, and focuses setting conflict. That proves from studying literature that in difference to gender problems; approximately no particular investigation has been performed on age studying and its outcome from different conflict-handling techniques. Antonioni (1998) approached toward the result that in commonage had minor relation to the different conflict-management method. This was originated that age was significantly connected with simply the combining also ignoring conflict handling methods. Thus secondly this is the objective of searching to create how age focuses the hidden or shown preference of conflict handling methods of managers/owners of minor organizations, and furthermore whether age insignificantly related only with combining and ignoring conflict management techniques, like declared in the research of Antonioni (1998).

2.3 Generation Gaps

Accepting the observations and attitudes towards age of different people would be essential to controlling harmful labels, and encouraging and promoting appointment employees to perform work for long time. Lot of efforts has been completed to organize the workers into ‘generations’ and other levels which facilitates related methods in employ’s attitudes also behavior to be recognized. Unreliable as well as management characters regularly suggest to the chronological groups of ‘baby boomers’, ‘Generation X’ also ‘Generation Y’ just like identifying different views, work ethics and aspirations, however these investigations inclined to be related generalist. Failure workers of their company, McNair and Flynn (2004) do not suggest directly to age, although differentiates between ‘survivors’ ‘jugglers’ and ‘choosers – categories presenting greatly capable graduates, less skilled daily employees, and comfort (generally female) employees correspondingly. Although choosers incline to state helpful job practices and stay put in the labor marketplace from selection, survivors have small power above option or association between, works. Performers are found to be part- time job mainly across a wide level of divisions and stages.

The study by IES (Streblor, 2006) recommends that, age is not itself, except the level to which workers realize ‘connected’ with their duties which decides positive behaviors and work experiences. A different outline particularly materializes across under the age of 30 to 50 and 50s age groups with consider to the drivers of appointment.

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Although young employees emerge to flourish on challenge and interest, personal improvement, and the social reputation of their employer, older employees are furthermore likely to be encouraged by wisdom of fair remuneration, personal worth, and shut participation and involvement to organizational goals. With explanation of these conclusions, this is concerning to write research which declares employees in the twenties are not satisfactorily 'extended' by concerning challenges and therefore incline to realize frustrated and impatient with job condition (EFA, 2005). Equally, at the time of sixties people self-report as pleased and further more assured rather than all kind of age followers less them, involving that owners will perform good to magnetize and maintain this motivated and contented component of employee.

3. CONCEPTUAL FRAMEWORK

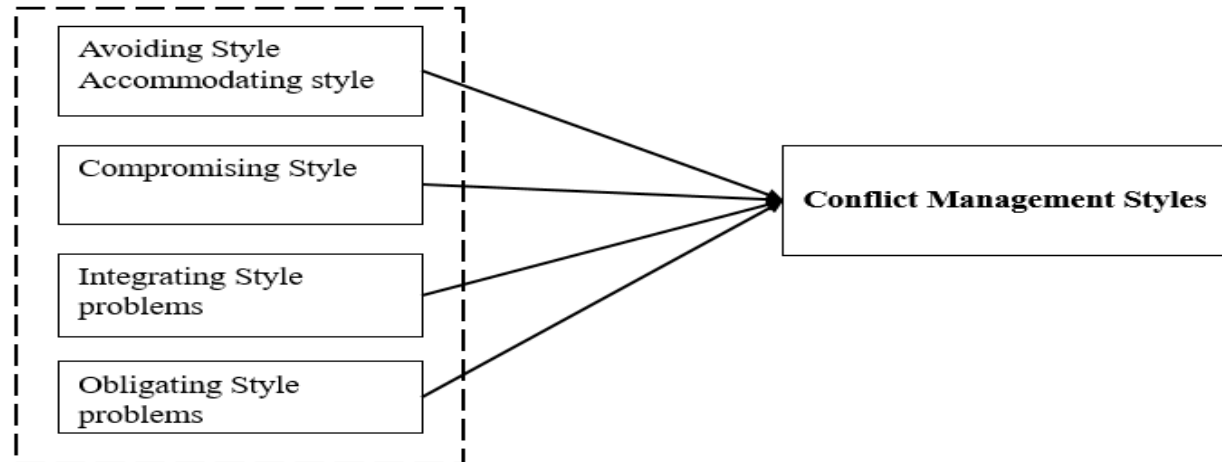


Fig. 3.1 Theoretical Framework

3.1 Avoiding Style

Low cooperation and low assertiveness. The manager makes decision to ignore the issue which reasoned the conflict. Neither the manager neither scrutinizes her /his own goals nor supports with the workers to assist them to accomplish their objectives. From low relation for self and others, that engages reducing the significance of the problems and trying to restrain consideration about problems (Keenan et al. 1998). Simply this rejects to preside the conflict; it is an unassertive and uncooperative answer. This approach is proper while the other party or group is more influential (McElhaney 1996). Avoiding both parties benefit by retreating a conflict or postponing a clarification.

Person that apply the ignoring conflict management method normally have a little relation for others and themselves. "The avoiding style is uncooperative and indirect. It can be irritated to interrelate with somebody who applies the avoiding style. One person might desire to talk about problems and resolve issues, while the other reacts from interfaces. It can leave the conflict to simmer; generating what has been expressed the 'chilling effect', with disputants becoming developing freezing and inhibited" (p. 202).

The person who applies this style frequently is differentiated by unrelated behavior toward the parties or problems engaged (Rahim, Manger, & Shapiro, 2000). Often avoiding conflict management style is perceived as being a mainly unsuccessful technique to handle conflict (Gross & Guerrero, 2000).

H1: There is relationship between Age diversity and Avoiding Style

3.2 Compromising Style

Moderate level cooperation and assertiveness. An employees and Managers pursuing their own goals to some level but at the same time they collaborate with one another fairly. It engages a position where both parties dedicate some of their aspirations to achieve to a negotiation. Combining outcomes from sensible relation oneself and others. It engrosses middle levels of both cooperation and assertiveness. This thinking forces on speedy, jointly delightful decisions that partly assure both parties (Rahim 1983). Combining appears when there is interchange and negotiation. Every one gains a little but gives up somewhat else in the procedure.

H2: There is relationship between Age diversity and Compromising Style

3.3 Integrating Style

Obtaining commonly benefits of achievements by both parties. Integrating engages one party performing with the other to discover a solution that assures both the parties. It tackles problems and begins from high relation for self



and others. Collaboration is both and cooperative and assertive and engages an effort to perform with the other individual to search a solution which fully convinces the relation of both the parties. This approach guides to satisfy mutually decision (Marriner 1982). It occupies a communication of ideas about preferences, and priorities illustrates imminent and makes tradeoffs between essential and unimportant problems, that mean every person or group undertakes the issue with equal thought.

The integrating conflict management method is applied by person with long relation for both others and themselves. The objective is to perform collectively to discover potential solutions which will gratify every person. Evaluating the position and imploring preferences to assemble all the contributors' objectives, members are capable to achieve practical results which are satisfactory, therefore finishing the conflict in a furthermore melodious behavior (Rahim, 2001). The conflict management style is help full successfully for dealing with multifaceted issues and is proper when one party alone cannot tackle issues, when promise is desired from others, and while contracting with strategic problems concerning to corporate' objectives (Rahim, 2001).

H3: There is relationship between Age diversity and Integrating Style

3.4 Obligating Style

Try to persuade other party requires despite of dedication own desires. Respect emerges from low relation for oneself and high relationship for others, that is familiarized towards acknowledging and including the other party's will. It occupies independent concessions, unqualified offers and promises of support. Accommodation is differentiated by cooperative but unassertive attitude. Individual's accommodation displays self-dedicated behavior by ignoring his or her own relations to persuade those from another person. Accommodation endorses gains and harmony credits which can be applied at afterward date (Marriner 1982, McElhaney 1996).

The obliging conflict style is connected with a tall relation for others and a minor relationship for oneself (assertiveness low level and high level of cooperativeness). This obligating style is applied while individual's dedication their needs for the other group, habitually generating lose or win position. Finally, person with negotiating conflict style apply middle relation for oneself and others (Rahim, Buntzman, & White, 1999).

H4: There is relationship between Age diversity and Obligating Style

3.5 Dominating Style

It demonstrates the utilization of authoritative and imperious technique to manage a conflict. Dominating forces on striking one's willpower on others and engages threats and tricks, persuasive discussions and positional commitment. Competition is violent, inflexible approach to conflict which is motorized. The individual follows his or her own personal objectives without regard for others. This approach is proper to apply when unpopular or quick decision must be prepared or to defend oneself or someone also from an aggressor (McElhaney 1996, Vivar 2006) or in an urgent situation.

An individual who applies the dominating conflict management style illustrates a low relation for others and powerful relation for themselves. The dominating style shows competing attitudes linked with dominating or an aggression. This attitude utilizes any existing or accessible influence toward insisting others to misplace the conflict just like threats, aggressive jokes and personal criticisms (Antonioni, Rahim, & Psenicka, 2001). The dominating management style is proper to utilize while a quick decision is required, the problem is unimportant but significant (Rahim, 2001).

H5: There is relationship between Age diversity and Dominating Style

CONCLUSION

This research facilitates approach into their application and conflict-handling styles by owner/manager of small organizations related on age variable. In several illustrations the outcomes are forcing with reliable with other research and in other conditions as highlighted in this research outcomes. What has been cleared while the discrepancy in conflict styles in that conflict style is organized by age correspondingly was not especially large, this was launched that women prepared utilization of the integrating styles on a furthermore regular foundation rather than males. Another type of conflict-handling styles demonstrated no important difference in practice between the two genders. Positive and Negative inter-associations with related to the conflict-handling style was recorded furthermore for both genders with important relationship presented in the styles applied used by men. Connecting age this was decided that excluding for the dominating management style and other conflict-handling style was applied to the similar level by group of dissimilar age. Also this has understood that with the young age group a powerful association survives between obliging and compromising.

The reality which have been dominating and integrating styles important along with the five kinds of conflict-handling styles describes for several furthermore comments. This should be observed that the dominating style of organizing conflict is understood to be most awful style. It enhances aggravation and departs residual disturbance that is probable to reason furthermore conflict (Rahim, 1992). Directors who apply the dominating style also

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according to Van der Vliert, Euwema&Huismans (1995) with little effect. Utley, Richardson & Pilkington (1989) have investigated that a relation survives between the requirement for aggression and a forcing or dominating style. Individuals utilizing the latter style might not be opening to new practices. With the integrating style, knowledge requires and interests are openly shared, while the dominating style might be an expression of supremacy. High levels of touching strength might be also needed as applying the dominating style (Antonioni, 1998). This identifies from earlier arguments in this investigation and the outcomes presented, that owners/managers of small organizations ought to apply conflict strategy preferably with low avoidance and levels of dominance. Majority of them utilized frequently conflict-management style ought to be association. Sorenson's 1994 research recommends that organizations which create the maximum results have expanded a value of working together. In the outcomes it may be explained that several studies relatively have been completed to assess different perspectives of dynamics conflict in little organizations. It is considered that this research, although exploratory in type, this has explained a furthermore practical image of interpersonal conflict connecting to age and the different purpose of conflict-handling styles. Coming study on a much bigger scale and with furthermore respondents is considered compulsory. Utilizing like a study to different races and cultures also may reveal valuable knowledge, if conflict-handling styles applied by employees of small organizations in interpersonal place of work conflict conditions. Including such education into training programs would not only develop the quality of performing relations, but also would support to reduce conflict and improve productivity and work performance.

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