

Conflict Dynamic Model Of Innovative Development In The System Of Ensuring The Competitiveness Of An Enterprises

Victor A. Zamlynskyi, Olena V. Stanislavyk, Oleksandr M. Halytskyi, Maryna V. Korzh, Nadiia P. Reznik

Abstract: In every project that involves a team, conflict is imminent. It can come in the form of a conflict of ideas, a conflict of existing resources, or even personal conflicts, among others. The success of any given project is, therefore, strongly dependent on how well the team can address these conflicts, how the team leader can identify the conflicts in the first place, and how this can be useful in mitigating or avoiding the conflicts altogether. One way this can achieve is by the use of specific models, specially designed to address conflict in projects. This study's focus is on the use of the team conflict dynamics model, with a closer look at how useful it is in the analysis of different clash types and team clash profiles. This study will look at how these aspects allow for more comfortable and more efficient production of resolutions which can significantly improve or lead to project success. A blend of both primary and subordinate sources of info will be adopted, allowing for the identification of useful facts and figures concerning the model and its real-life project applications in various scenarios..

Index Terms: Conflict Sources, Conflict Management Strategies, Project Management, Stakeholders, Team Conflict Dynamics Model.

1 INTRODUCTION

CONFLICTS are inevitable, and they mainly stem from ideological differences, which happens to be human nature. However, there are also constructive conflicts that allow a team to have a diversity of ideas and allow for the team to ensure that the project they are undertaking achieves its main objectives project leaders ought to understand that clashes cannot avoid. Instead, they should identify how to regulate and manage these fights, all in a bid to achieve project success, and ensure the competitiveness of the enterprise. It had noted that with conflict within a team, the team ends up having a wealth of ideas and different approaches to solving a specific problem. It ensures the involvement of every party therein but also presents avenues or areas that can cause friction throughout the project. It is where the team conflict dynamics model comes in handy. Team conflict dynamics details the attributes that allow for constructive conflicts, how harmful project team conflicts can address, and the steps in managing the conflicts in the first place. This model emphasizes that the management of team conflict demands a high level of competence, especially from project managers or team leaders. It acknowledges that projects vary in nature. However, it notes that the aptitude to make appropriate decisions is the one aspect that determines the success of the project, coupled with how well conflicts have handled [1]. The model splits the qualities that promote helpful conflicts into two- team characteristics and project characteristics.

Team characteristics include the size of the team, the functional diversity of the squad and the team tenure. Project attributes include goal uncertainty and project rewards: the model, further details three main steps in managing project conflicts and starting with allowing discussions and negotiations among team members regarding the issues or aspect that is causing the conflict. It had followed by creating an active communication channel that would allow for the understanding of all parties and different points of view within the project team. The last step involves including the entire team in the decision-making process. It has also noted that team selection is also another fundamental aspect of the achievement of project success [2]. Identifying the right individuals with the right outlook towards the project and the right ideas and skills to match would not only minimize conflict but also allow for the more comfortable, faster and more efficient achievement of the project objectives. The utilization of specific theories of team selection, such as Truckman's stages of group development can aid in this process, and influence positive results.

2 LITERATURE REVIEW

Scholars acknowledge the effectiveness of the dynamic perspective with regards to handling teams and addressing conflicts therein. They also emphasize the significance of leadership and how it can make or break a team and compromise the achievement of the team's goals and objectives. Proper leadership, according to various scholars, is way more important than even the team itself. Cooke et al. [3] point out that with the right leader, the team can steer in the right direction, their weaknesses can address appropriately, and the team can move as a single cohesive unit working towards the achievement of the set goals and objectives. However, this does not undermine the importance of proper team selection [4]. With the right individuals in the team, the team leader can guarantee the team's competence and its capacity to achieve the set goals. The leader can also be guaranteed the team's performance, and their willingness to adhere to the directions that he or she offers. Humphrey et al. [5] pointed out that team conflicts are fundamentally dyadic, and given this dyadic nature, conflicts therein exhibit information exchange while information exchange promotes

- Victor A. Zamlynskyi, Doctor of Economics, Professor, Odessa National Polytechnic University, Ukraine, E-mail: zam.agrariy@gmail.com, ORCID 0000-0001-7642-2443
- Olena V. Stanislavyk, PhD in Economics, Associated Professor, Odessa National Polytechnic University, Ukraine, E-mail: elenastanislavyk@ukr.net, ORCID 0000-0003-2481-9961
- Oleksandr M. Halytskyi, Doctor of Economics, Associate Professor, Odessa State Agrarian University, Ukraine, E-mail: oleksandrgalickij9@gmail.com, ORCID 0000-0001-9549-7627
- Maryna V. Korzh, Doctor of Economics, Professor, National University of Trade and Economics, Ukraine, E-mail: marinavladimirovna.korzh@gmail.com, ORCID 0000-0001-8129-8256
- Nadiia P. Reznik, Doctor in Economics, Professor, National University of Life and Environmental Sciences of Ukraine, E-mail: nadya-reznik@ukr.net, ORCID 0000-0001-9588-5929

conflicts within the task. They further acknowledge that the relationship and task conflict decrease concerning the correlation, but only given enough time for the involved parties to work together [6]. Lastly, they note that team performance has greatly influenced by the collaboration between dyadic task clash and dyadic task clash irregularity. These aspects have echoed by other scholars whose work proved fundamental for this study, all while also pointing to the significance of the team conflict subtleties model, coupled with the importance of team selection options as a way to remedy the situations that arise within the team, and increasing the chances of achieving the set objectives. He touched on Truckman's stages of group development, highlighting its importance in identifying and bringing the best talent on board, along with how useful the approach will be even in the future. The team conflict dynamic model is useful, according to [7]. However, it is only dependent on how well it has executed within the team and how well the team has monitored throughout the project. However, there still exists some research gaps on the topic, especially when looking at its application from a state point of view. One of the significant gaps or lingering limitations to the team conflict dynamics model is the lack of extensive empirical evidence that links the relationship between organizational conflicts in specific states [8]. Take Asian and Sri Lankan countries, for instance, there is very little research that has conducted, and very little empirical evidence is currently available to highlight the effectiveness of this model in such environments. As such, it is difficult to draw conclusions on the usefulness of this model in these markets and the teams operating in these areas [9]. It has also noted that the bulk of the research already conducted on the team conflict dynamics model and its impact on project success does not explicitly focus on the link between organizational conflicts and other affective variables. There are various other variables to the equation, all of which need to be addressed in the research if at all the intended results need to be achieved [10]. It presents a significant research gap, along with an opportunity to conduct further research on the model lastly, there is a need to embrace more longitudinal studies on organizational conflicts. Once again, the bulk of the research currently shies away from longitudinal studies on organizational conflicts, an aspect that ought to address going forward [11].

3 METHODOLOGY

As mentioned earlier, this study had aimed at identifying and understanding the efficiency of the team conflict dynamics model, along with its impact on project success and enterprise competitiveness. Qualitative research adopted, all in a bid to get a hold of data that was as accurate as possible for the study. As for qualitative research, this study capitalized on secondary sources of information, primarily peer-reviewed journals and books from notable scholars and experts on the topic. Online journals and articles have also utilized. As well, only careful evaluation of the accuracy of the work done, along with the credibility, not just of the authors, but of the online platforms. This study also took on a case study approach where it focused on a specific team working on a specific

project, took note of how the team proceeded with its tasks, the issues that it ran into, the conflicts therein and how they have handled. The data collected was carefully analyzed, beginning with text analysis for the data collected from secondary sources, all the way to statistical analysis for the case study approach adopted as well. With these analysis techniques, the study was able to identify patterns and pointers, all of which allowed for the more comfortable and more effective drawing of conclusions on the topic. The data collection and analysis methods proved useful for the study, mainly since they allowed for a broad range of studies to evaluate, and the points collected from them efficiently analyzed for the sake of the topic and the topic objectives. The approach also allowed the researcher to unearth glaring issues, with the topic itself. Moreover, any research gaps that exist from the work that has already done in the past. It allowed for the achievement of the intended objectives for this study, along with the laying down of a firm foundation for any further research on the efficiency of the team clash dynamics model and its influence on project accomplishment. Establishing the efficiency of the team conflict dynamics model is of the essence. Conflicts are frequent in projects, and this study aims at providing team and project leaders with the insights that they will find useful, not just in addressing conflicts within the team, but also in achieving the project targets and objectives. 4 RESULTS The study revealed that at least 24% of team members working on a project experience at least one disagreement or argument which, in turn, distracts or prevents them from doing their job [12]. Ultimately, it inhibits the team in general from achieving its set goals and objectives. It has also noted that 60% of the team's time was spent on managing and resolving conflicts within the group and trying to amend situations that could have avoided in the first place [13]. Much time has also spent in carving out the best way forward with regards to how conflicts can be managed and addressed in the future, and how conflicts can minimize throughout the project. The average team member working on a project alongside an entire team spends 2.8 hours every week encountering conflict. In the corporate world, this accounts for over \$359 billion in salaried hours, based on the standard hourly earnings rate of \$17.95 [14]. The study also revealed that one-third of aggressive behaviour in the team is initiated or propagated by the team leader. In addition to 24% of team members experiencing at least one disagreement while doing their job, 29% of team members deal with it almost regularly [15]. 12% of individuals working on projects together report frequently witnessing conflict among the senior team, which acknowledges the finding that 34% of crashes occur among front-line staffs [16]. Character clashes among the involved parties cause 49 % of conflict among the team while 33% of the have caused by heavy assignments [17]. 27% of respondents have reported witnessing conflicts that ultimately lead to personal attacks, and 25% have reported seeing clashes resulting in illness or absenteeism from the team [18]. 9% of the respondents have reported conflicts within the team leading to the failure of the project [19].

Nature of Conflict Encountered By Team Members

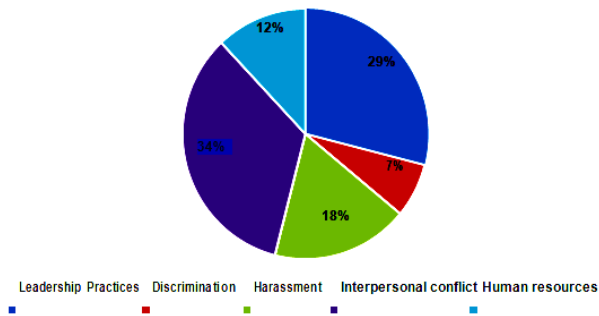


Fig. 1: A breakdown of the nature of conflict commonly encountered by team members throughout a project [20].

From the study, in addition to the nature of the conflicts illustrated above, five critical types of conflicts have identified. These included in project vision, group differences, a lack of communication, poor leadership and conflict disagreements [21]. Every project, big or small, has a goal, and this happens to also double up as the project team's vision. The project manager is usually the individual pushing the rest of the team towards the vision that he has for the project, and as long as everyone shares the same vision, then everything is bound to move smoothly [22]. However, this is hardly ever the case. Individual team members may have different ideas on how certain aspects of the project can execute. They will have opinions on how decisions ought to be made, the steps that need to take, who needs to be in charge and even the timelines that ought to follow. This leads to friction with the rest of the team, and particularly with the team leader, thereby compromising the entire project and the achievement of the set project objectives [23]. Group differences in factors, in the value of teamwork. It occurs when different individuals fail to work efficiently owing to their differences. Some individuals are not team players and some who do not get along at all with their teammates. Such individuals make everything harder for everyone else, and they slow down the entire project, possibly even increasing the overheads while at it. Some of the factors that contribute to group differences include, but are not limited to personality and communication issues [24]. As for lack of communication, it is the position of projected front-runner to ensure. That, there are proper communication structures. Moreover, everyone in the team understands what have expected of them, and does what is needed. The failure to do so only creates friction within the group and compromises the achievement of the set project goals and objectives. The success of a team and the smooth running of a project boils down to the right leadership. A leader has meant to lead the rest of the team towards a finished project. He or she needs to provide the necessary instructions, resolve the impending issues and offer the necessary resources that allow for the smooth running of the project. With poor leadership, nothing was bound to work as planned, and that is where the conflict begins [25]. Lastly, conflict disagreements are mainly simple misunderstandings on what needs to done and how to go about it. Having the right systems in place to offer clarity and insights into how such issues can resolve would prevent them from happening altogether, and would allow for the smooth running of the team's operations.

5 DISCUSSION

Conflict within a team, as mentioned earlier, is inevitable. Ideological differences will always be there, and sometimes, personal differences also get in the way. There are, however, decisive conflicts, the ones that are beneficial and see to it that the team functions as it is supposed to, and achieves its set objectives as intended [26]. Whereas conflict cannot avoid within the team, team leaders can still embrace ways through which they can come up with strategies to control and manage the conflicts in a way that guarantees the project's success. It is where planning is of the essence, and it begins with detailing the project comprehensively, down to the selection of team members. The right team member is one who is good at communicating. It means that he or she is easy to talk to, can listen to instructions, and can share his or her thoughts on what needs to do, and what steps need to take. An excellent team member is also one who knows and understands project management and the principles therein [27]. Being well organized is also another fundamental aspect of being a good team player, coupled with having accurate estimating skills. Having the right estimation skills allows for the entire project to stay on track and for deadlines to be met. It is the team leader's responsibility also to ensure that the different requirements for team members have met and that the team behaves as it should, with minimal conflict and with the efficiency that has demanded from them [28]. Leaders play a fundamental role in preventing and addressing conflict within the team. As noted earlier, 29% of team conflicts stem from poor leadership practices. A proper leader would make the difference between a properly-functioning team, and a broken one that is only characterized by conflict [29]. The team conflict dynamics model addresses why this is the case and how the situation can remedy throughout the project. It touches on every single element of a project, identifies all the aspects that have the potential for raising conflict, and offers a way forward on what can be done [30], [31]. It, as mentioned earlier, starts from the definition of the project to team selection, all the way to how the team leader manages the team to the very end [32], [33], [34].

6 CONCLUSIONS

The dynamic conflict model has a tremendous impact on project success and enterprise competitiveness. Its effectiveness is unrivalled, particularly when it comes to identifying areas that are prone to conflict within a team, identifying the right solutions for the problem and the creation of systems and infrastructure that are geared toward not just managing conflict, but also minimizing it. This study has proven that the adoption of a team conflict dynamics model increases the likelihood of the success of a project by tackling every single aspect that contributes to this success in the first place. It addresses how and which individuals have selected for the team, the skills, and competencies that the team leader has, the processes that should observe throughout the project and the things to look out for to avoid team conflict as time progresses. It is an excellent model, one that is bound to still be useful and practical for a long time to come. It is a model that will keep morphing and transforming to accommodate new project demands, and new team demands as well, thereby guaranteeing project success. It is a model that will keep saving team leaders time and money, and increase the

likelihood of executing a perfect project, realizing the intended outcomes and meeting the specified objectives as well. It is also a model that is very useful and effective, not only for big projects but for smaller ones as well. Selection, such as Truckman's stages of group development can aid in this process, and influence positive results.

7 REFERENCES

- [1] K. Srikanth, S. Harvey, R. Peterson, "A dynamic perspective on diverse teams: Moving from the dual-process model to a dynamic coordination-based model of diverse team performance", *Academy of Management Annals*, vol. 10(1), pp. 453-493, 2016.
- [2] Wong,, Y. Liu, X. Wang, D. Tjosvold, "Servant leadership for team conflict management, coordination, and customer relationships", *Asia Pacific Journal of Human Resources*, vol. 56(2), pp. 238-259, 2018.
- [3] National Research Council, *Enhancing the Effectiveness of Team Science*, N.J. Cooke, M.L. Hilton, eds., Washington: The National Academies Press. <https://doi.org/10.17226/19007>, 2015.
- [4] S.W. Kozlowski, "Advancing research on team process dynamics: Theoretical, methodological, and measurement considerations", *Organizational Psychology Review*, vol. 5(4), pp. 270-299, 2015.
- [5] S.E. Humphrey, F. Aime, L. Cushenbery, A.D. Hill, J. Fairchild, "Team conflict dynamics: Implications of a dyadic view of conflict for team performance", *Organizational Behavior and Human Decision Processes*, vol. 142, pp. 58-70, 2017.
- [6] National Research Council, *Enhancing the Effectiveness of Team Science*, N.J. Cooke, M.L. Hilton, eds., Washington: The National Academies Press. <https://doi.org/10.17226/19007>, 2015.
- [7] D.L. Eubanks, M. Palanski, J. Olabisi, A. Joinson, J. Dove "Team dynamics in virtual, partially distributed teams: Optimal role fulfillment", *Computers in Human Behavior*, vol. 61, pp. 556-568, 2016.
- [8] S.E. Humphrey, F. Aime, L. Cushenbery, A.D. Hill, J. Fairchild, "Team conflict dynamics: Implications of a dyadic view of conflict for team performance", *Organizational Behavior and Human Decision Processes*, vol. 142, pp. 58-70, 2017.
- [9] R. Sinha, N.S. Janardhanan, L.L. Greer, D.E. Conlon, J.R. Edwards, "Skewed task conflicts in teams: What happens when a few members see more conflict than the rest?", *Journal of Applied Psychology*, vol. 101(7), p. 1045, 2016.
- [10] M.A. Cronin, K. Bezrukova, "Conflict Management Through the Lens of System Dynamics", *Academy of Management Annals*, vol. 13(2), pp. 770-806, 2019.
- [11] G. Wu, C. Liu, X. Zhao, J. Zuo, "Investigating the relationship between communication-conflict interaction and project success among construction project teams". *International Journal of Project Management*, vol. 35(8), pp. 1466-1482, 2017.
- [12] D.L. Eubanks, M. Palanski, J. Olabisi, A. Joinson, J. Dove "Team dynamics in virtual, partially distributed teams: Optimal role fulfillment", *Computers in Human Behavior*, vol. 61, pp. 556-568, 2016.
- [13] T.A. O'Neill, M.J. McLamon, G.C. Hoffart, H.J. Woodley, N.J. Allen, "The structure and function of team conflict state profiles". *Journal of Management*, vol. 44(2), pp. 811-836, 2018.
- [14] D.A. Aga, N. Noorderhaven, B. Vallejo, "Transformational leadership and project success: The mediating role of team-building", *International Journal of Project Management*, No 34(5), p. 806-818, 2016
- [15] Davies, T. Brady, "Explicating the dynamics of project capabilities", *International Journal of Project Management*, vol. 34(2), pp. 314-327, 2016.
- [16] X. Meng, P. Boyd, "The role of the project manager in relationship management", *International Journal of Project Management*, vol. 35(5), pp. 717-728, 2017.
- [17] R.. Muller, J. R. Turner, *Project-oriented leadership*. Routledge, 2017.
- [18] B. Franz, R. Leicht, K. Molenaar, J. Messner, "Impact of team integration and group cohesion on project delivery performance". *Journal of Construction Engineering and Management*, vol. 143(1), 04016088, 2016.
- [19] Davies, T. Brady, "Explicating the dynamics of project capabilities", *International Journal of Project Management*, vol. 34(2), pp. 314-327, 2016.
- [20] Wong,, Y. Liu, X. Wang, D. Tjosvold, "Servant leadership for team conflict management, coordination, and customer relationships", *Asia Pacific Journal of Human Resources*, vol. 56(2), pp. 238-259, 2018.
- [21] National Research Council, *Enhancing the Effectiveness of Team Science*, N.J. Cooke, M.L. Hilton, eds., Washington: The National Academies Press. <https://doi.org/10.17226/19007>, 2015.
- [22] Wong,, Y. Liu, X. Wang, D. Tjosvold, "Servant leadership for team conflict management, coordination, and customer relationships", *Asia Pacific Journal of Human Resources*, vol. 56(2), pp. 238-259, 2018.
- [23] R. Sinha, N.S. Janardhanan, L.L. Greer, D.E. Conlon, J.R. Edwards, "Skewed task conflicts in teams: What happens when a few members see more conflict than the rest?", *Journal of Applied Psychology*, vol. 101(7), p. 1045, 2016.
- [24] D.L. Eubanks, M. Palanski, J. Olabisi, A. Joinson, J. Dove "Team dynamics in virtual, partially distributed teams: Optimal role fulfillment", *Computers in Human Behavior*, vol. 61, pp. 556-568, 2016.
- [25] D.A. Aga, N. Noorderhaven, B. Vallejo, "Transformational leadership and project success: The mediating role of team-building", *International Journal of Project Management*, No 34(5), p. 806-818, 2016.
- [26] K. Srikanth, S. Harvey, R. Peterson, "A dynamic perspective on diverse teams: Moving from the dual-process model to a dynamic coordination-based model of diverse team performance", *Academy of Management Annals*, vol. 10(1), pp. 453-493, 2016.
- [27] Wong,, Y. Liu, X. Wang, D. Tjosvold, "Servant leadership for team conflict management, coordination, and customer relationships", *Asia Pacific Journal of Human Resources*, vol. 56(2), pp. 238-259, 2018.
- [28] S.E. Humphrey, F. Aime, L. Cushenbery, A.D. Hill, J. Fairchild, "Team conflict dynamics: Implications of a dyadic view of conflict for team performance", *Organizational Behavior and Human Decision Processes*, vol. 142, pp. 58-70, 2017.
- [29] D.L. Eubanks, M. Palanski, J. Olabisi, A. Joinson, J. Dove "Team dynamics in virtual, partially distributed teams:

- Optimal role fulfillment”, *Computers in Human Behavior*, vol. 61, pp. 556-568, 2016.
- [30] V.A. Zamlynskyi, “Impact of Corporate Culture on the Company's Development”, *Accounting and Finance*, No 1(83), pp. 145-151, DOI: [https://doi.org/10.33146/2307-9878-2019-1\(83\)-145-151](https://doi.org/10.33146/2307-9878-2019-1(83)-145-151), 2019.
- [31] M. Yevdokimova, V. Zamlynskyi, S. Minakova, O. Biriuk, O. Ilna, “Evolution of corporate social responsibility applied to the concept of sustainable development”, *Journal of Security and Sustainability*, Is. 8(3), pp. 473-480, available at: https://jssidoi.org/jssi/uploads/papers/31/Yevdokimova_Evolution_of_corporate_social_responsibility_applied_to_the_concept_of_sustainable_development.pdf, 2019.
- [32] N. Reznik, S.K. Gupta, O. Sakovska, A. Ostapchuk, R. Levkina, “Ukrainian world exchange market of oilseeds: A research of challenges for growth”. *International Journal of Engineering and Advanced Technology*, vol. 8(6), p. 3823–3829. Available at: <https://www2.scopus.com/authid/detail.uri?authorId=57202444035>, 2019.
- [33] N. Reznik, S. Yablochnikov, M. Kuptsov, O. Omelchenko, A.F. Hatsko, O.M. Sakovska, “Modelling of informational counteraction between objects in economy”, *International Journal of Engineering and Advanced Technology*, vol. 8(6), pp. 3797-3802, 2019.
- [34] N. Reznik, O. Yushkevych, S.K. Gupta, L. Ziburanna, A. Ostapchuk, “Peculiarities of trading strategies: its implementation and offers for improvement of effectiveness”, *International Journal of Engineering and Advanced Technology*, vol. 8(3), pp. 4787-4793, 2019.