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Kitap

ORGANIZATIONAL DIMENSIONS OF CONFLICT MANAGEMENT, ITS RESOLUTION, IMPACT ON EMPLOYEE WITH MOTIVATION AND STRESS
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Eserin tüm telif hakları yazara aittir. Yazar, bu baskı için basım-satış-dağıtım-tanıtım haklarını Tilki Kitap'a devretmiştir. Yazar, eserin kapak dahil içeriğindeki tüm materyallerin (metin, görsel öge, tablo…) yasal ve fikri sorumluluğunu kabul etmiştir. Tilki Kitap'ın kurumsal görüşü olmayabilir.

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Ph. D. Rüstem Kaya

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ABOUT THE AUTHOR

He was born in 1969 in the Kozaklı district of Nevşehir and is originally from Kırşehir. He holds degrees in Communication and History from Atatürk University (Erzurum), Public Administration and International Relations from Anadolu University (Eskişehir), and Sociology from Istanbul University. He completed master's degrees in International Law at Ahi Evran University (Kırşehir), Public Administration at Medeniyet University, and Educational Management and Supervision at Yıldız Technical University. Kaya, who pursued doctoral studies at Northwestern University (USA) and Dublin University (Ireland), worked at the Mucur Municipality (2001–2011) and the Press and Public Relations Department of Ahi Evran University (2011–2015). Between 2001 and 2015, he served as the Editor-in-Chief of the *Mucur Gündem* newspaper and news website. From 1995 to 2023, he was active within the Turkish Football Federation as a classified referee, match observer, and coach. Kaya, who is also an instructor in EU project writing and speed reading, has held managerial positions in the education sector since 2015 and continues to serve in various roles across several non-governmental organizations. Dr. Rüstem Kaya speaks English and Spanish and is married.

SUMMARY

When one examines the historical experiences of Alexander the Great (born 336 BC) with his tutor Aristotle, as well as those of Caesar in Rome and Napoleon in France, distinct differences emerge. Yet, underlying them all are differences of opinion and a clash of priorities regarding the importance of one's own ideas. Change and development are inevitable realities of the world we inhabit; this reality inevitably brings conflict in its wake. Because individuals possess unique experiences and consequently occupy their place in society with different mindsets, they may fail to get along with others—or, in other words, come into conflict. Such conflict does not necessarily stem solely from the individual; it can arise from a multitude of factors. These include task interdependence, differing interpretations of job descriptions, insufficient resources, communication breakdowns or inadequacies, the nature of the work itself, and status disparities.

It has frequently been observed that such conflicts within institutions undermine organizational efficiency and functionality. For these and similar reasons, conflicts within organizations must be properly assessed and managed. The root cause must be accurately identified, and the appropriate steps taken to resolve the conflict.

Conflicts bring with them their own distinct solutions. There is a vast and diverse body of literature regarding the organizational dimension of conflict (Eren, 2012).

Scholars drew attention to the concept of organizational conflict in their studies on management science during the second quarter of the 20th century. Mary P. Follett emerges as a pioneering figure in this field. In the early 1960s, Blake and Mouton addressed interpersonal conflict, another dimension of conflict. Following this work, five distinct styles of conflict management and argumentation were identified: avoidance, forcing, compromising, smoothing, and problem-solving. Regarding interpersonal conflict, Rahim and Bonoma (1979) also sought to explain the concept from two different perspectives, outlining their views through various management styles: integrating (problem-solving), obliging, avoiding, compromising, and dominating (competing).

Trust in the organization is just as important as conflicts within the organization. Organizational trust—a crucial milestone for the continuity of organizations—needs to be examined across three distinct dimensions: trusting the team one works with, trusting the institution's manager, and trusting the organization itself. In their study, Whitener et al. (1998) developed a model to determine not only the existence of trust in the organization but also its level. Mayer et al. (1995) conducted a study focusing on trust in colleagues rather than trust in the organization. All these studies drew upon the model developed by McAllister (1995) to conceptualize interpersonal relationships (Tokgöz, 2012).

Our world, having entered the second quarter of the 21st century, is undergoing rapid and dynamic change and development. This change and development also affects the dynamics of the social environment in which we live. Every organization we engage with or participate in—whether in professional

or social life—is compelled to be better and distinct from its predecessor. In the business world, issues related to motivation and stress frequently manifest alongside conflict. Organizational commitment must be fostered as employees develop themselves; while equitable and consistent behavior has a positive impact on employees, inconsistent behavior diminishes motivation and induces stress. In light of these factors, this study examines the phenomenon of organizational conflict, conflict resolution strategies, and the impact of conflict on employees, with a particular focus on motivation and stress.

Keywords: Organizational Conflict, Conflict Resolution, Motivation, Stress, Adaptation.

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I am also deeply grateful for the patience of my beloved wife, Nuran Kaya, and my respected mother, Şadan Konukman, who stood by me throughout this challenging process. I also extend my thanks to my dear ones, Nisa and Elif, for their motivation.

FROM MY TEACHERS

I am delighted by the contribution of my esteemed colleague Dr. Rüstem Kaya has made to the field of management sciences through this meticulously written study. Beyond establishing a connection between the concepts discussed and the existing scientific literature, the work's fluent style—which ensures high readability—stands out as a significant advantage. The study provides a detailed examination of organizational conflict at both individual and institutional levels and offers a theoretical analysis of the relationship between this variable and employee motivation and stress. Moreover, the critical perspective applied to these concepts holds the potential to benefit both researchers and practitioners.

Assoc. Prof. Dr. Emre Er
Yıldız Technical University

The work titled *Corporate Conflict* (*Kurumsal Çatışma*), authored by my esteemed friend Dr. Rüstem Kaya, is a highly valuable study that addresses one of the most significant—yet often overlooked—dynamics of the modern business world. By presenting the causes, effects, and resolution strategies of intra-organizational conflicts within a scientific framework and in clear, accessible language, this work offers significant contributions to both the academic community and business professionals. I sincerely congratulate Dr. Rüstem Kaya for his disciplined work and the holistic approach he brings to the subject. Drawing on field research conducted at high-caliber international companies, I believe this book—which is also relevant to various fields of social science at Northwestern University—will make a substantial contribution to the development of corporate governance and the creation of healthy organizational cultures. I wish him continued success in his academic and literary endeavors.

PhD David Scheffer,

Northwestern University

This valuable study by Dr. Rüstem Kaya on conflict management offers a profound and practical perspective on one of the fundamental challenges facing modern organizations. Approached with academic rigor, the work distinguishes itself not only by its theoretical framework but also by its practical recommendations for solutions. I sincerely congratulate Dr. Kaya on this significant contribution. I believe his work will yield long-term benefits for both the academic literature and the business world. I am fully confident that, following this study completed at our university, he will continue to produce work of similar high quality in the future.

Michael O'Flaherty

University College Dublin

ENTRANCE

How important is education for every person who socializes and tries to socialize with the changing world? We know it's important. Education of societies and organizations of equal importance is of such importance. Education enables individuals and societies to live together. As a first step, while contributing to the importance of It also teaches tolerance and respect. In a happy and healthy relationship in society Education is at the forefront of the elements that enable us to live. Education is so important While providing education, the behavior of institutions giving education is even more sensitive and important. is expected to show. As an educational institution, we come across different things as a life purpose. individuals acting for the sake of achieving certain goals, albeit for a purpose. emerges as an institution. The individual's personality, attitude, perception, emotion, lifestyle, although their value may differ, they can hold together. Multiple employees, such as an organization people who have come together in structures that contain more than one phenomenon can survive. These are competition, cooperation, interaction, communication and conflict. can be displayed. If we start talking about the basic organizations of social development, we will be in the first place. we have to write the school (Bumin, 1990). In today's business organizations they are in a position to undertake the duties of these schools.