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THE RESILIENT ROLE OF WOMEN IN CONFLICT MANAGEMENT IN AN ORGANISATION

**Thesis written and defended in order to obtain a Professional Master's Degree in Occupational
Psychology.**

Specialty : Risk Management

By

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To the Bakalti family.

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LIST OF ABBREVIATIONS AND ACRONYMS

NGO_____Non-Governmental Organizations

CPP_____Canada Pension Plan

UN_____United Nations

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CERTIFICATION

This is to certify that this research work “**THE RESILIENT ROLE OF WOMEN IN CONFLICT MANAGEMENT IN AN ORGANIZATION** “ is a bona-fide record of independent research work done by Ngwang Hilda Wilkitum, under supervision and submitted to University of Yaounde 1 for the award of a Master’s Degree in Occupational Psychology

SUPERVISOR: Prof. Nyock Ilouga

SIGNATURE.....

DATE.....

ABSTRACT

The objective of this research is to verify whether the effect of resilience on conflict management is greater in women. In fact, for several years now, statistics have shown that the involvement of women in conflict resolution is still low on the continent. Women are not always involved in decision-making or even in the conflict management process. It is recognized in the literature that resilience plays a major role in the management of conflict at work. Women because of the many spheres of life where they are constantly challenged seem to be more resilient than men. This idea which is defended in the context of this study. To verify this assertion, we conducted a questionnaire survey of 127 workers working in Non-Governmental Organizations in the city of Yaoundé. Our real observation that resilience has an effect in the management of conflicts in an organization and men and women have the same capacity in the management of conflicts. The results of the descriptive analysis showed that these six forms of assessed work resilience are present among the interviewed workers. Perception of the future (mean = 3.08; SD = 0.62), followed by structured style (mean = 3.01; SD = 0.62), then Mean social competence = 2.96; SD = 0.56), then social resources (mean = 2.94; SD = 0.65), cohesion of the work team (mean = 2.91; SD = 0.66) and finally perception of self (mean = 2.90 SD = 0.57). Along the same lines, the indices of central tendency (mean) and dispersion (standard deviation) show that conflict management is effective in NGOs. Contrary to what was expected, the results of the hypothesis tests using the statistical response surface indicate that the effect of resilience on management on management is not greater for women. It seems that the effect of resilience on conflict management does not vary according to gender. This result clearly indicates that there should be no gender discrimination in the conflict management process since men and women seem to have the same ability to manage conflicts. Any decision regarding conflict management must involve women as well as men. The results also show that organizations must encourage or even help employees to strengthen their resilience in a Cameroonian socio-professional environment deemed to be difficult.

Keywords: Resilience, Conflict Management, Gender.

RESUME

L'objectif de cette recherche est de montrer que l'effet de la résilience sur le management des conflits est plus important chez les femmes. En réalité, depuis quelques années, les statistiques montrent que l'implication des femmes dans la résolution des conflits est encore faible sur le continent. Les femmes ne sont pas toujours sollicitées dans la prise de décision, voire dans le processus de gestion des conflits. Il est reconnu dans la littérature que la résilience joue un rôle prépondérant dans la gestion des conflits au travail. Les femmes, en raison des nombreuses sphères de la vie où elles sont constamment sollicitées, semblent être plus résilientes que les hommes. C'est cette idée qui est défendue dans le cadre de cette étude. Pour vérifier cette assertion, nous avons réalisé une enquête par questionnaire auprès de 127 travailleurs exerçant dans les Organisations Non-gouvernementales de la ville de Yaoundé. Les résultats de l'analyse descriptive ont montré que les six formes de résilience au travail évaluées sont présentes chez les travailleurs interrogés. La perception de l'avenir (moyenne = 3,08 ; SD = 0,62), suivie du style structuré (moyenne = 3,01 ; SD = 0,62), puis la compétence sociale moyenne = 2,96 ; SD = 0,56), les ressources sociales (moyenne = 2,94 ; SD = 0,65), la cohésion de l'équipe de travail (moyenne = 2,91 ; SD = 0,66) et enfin la perception de soi (moyenne = 2,90 SD = 0,57). Contrairement à ce qui était attendu, les résultats des analyses de régression indiquent que l'effet de la résilience sur le management n'est pas plus important chez les femmes. Ce résultat indique clairement qu'il ne devrait y avoir aucune discrimination de genre dans le processus de gestion des conflits, puisque les hommes et les femmes semblent avoir la même capacité à gérer les conflits. Les résultats montrent aussi que les organisations doivent encourager voire aider les employés à renforcer leur résilience dans un environnement socioprofessionnel camerounais réputé difficile.

Mots clés : Résilience, Management des conflits, Genre.

GENERAL INTRODUCTION

Conflict in organization is not new. It is as old as organization. Conflict is unavoidable but its presence can be minimized through timely and wisely intervention. Conflict is a state of opposition between two parties or two individuals. This can be traced from the ancient greeks origin through the early 20th century. The history of conflicts in organizations describes the general history of the rise of the organizations, (Smith 1779), There have also been multiple studies over the years that have provided varying definitions of conflict. For example, a 2008 international study by CPP (Canada Pension Plan) defined conflict as “any workplace disagreement that disrupts the flow of work. This definition emphasizes that conflict reduces productivity. A 2008 Psychometrics study conducted in Canadian work CPP (Canada Pension Plan), defined conflict as a struggle results when one individual’s concerns are different from another person. Here, conflict might not always disrupt work; it might be an opportunity to respect each party’s perspective and search for various win-win resolutions.

In reality, workplace conflict includes all of those elements and is sometimes difficult to view objectively, partly because different team members have different perspectives on every interaction. For example, what seems like an intense confrontation to person A might be seen as “venting” by person B, who didn’t think it was personal. CPP found that 85% of both individual contributors and leaders agreed they experienced some amount of inevitable conflict at work. In addition, 29% of all employees said that they experienced almost constant conflict. Tellingly, 12% said they also saw conflict frequently among leaders. In the UK in 2020, 26% of individual contributors said conflict was common, as did 20% of leaders. During the previous year, more than a third had dealt with interpersonal conflict, from single incidents to consistent problem relationships. Bullying was experienced by 15% and harassment by 8% that is contributors to the CPP study identified common causes of conflict. The following list shows what percentage of contributors named these factors as a source of conflict. 49%: Clashes between personalities or egos, 34%: Workplace stress, 33%: Too much work without enough support, 29%: Poor leadership, 26%: Dishonesty or not enough openness, 23%: Problems with line managers, 22%: Unclear roles, 21%: Confusion about accountability, 18%: Clashing values, 16%: Poor team composition, 15%: Forbidden topics, such as inappropriate relationships, 14%: Problems with performance management, 13%:

Harassment or bullying, 10%: The perception of discriminatory practices, (Canada Pension Plan, 2008).

As human beings, we all face conflict be it with ourselves or with people we interact with. When it comes to Organizational Conflict or otherwise known as workplace conflict, is described as the state of disagreement or misunderstanding, resulting from the actual or perceived dissent of needs, beliefs, resources and relationship between the members of the organization. At the workplace, whenever, two or more persons interact, conflict occurs when opinions with respect to any task or decision are in contradiction, (Conrad & Poole, 2002). Workplace conflict can be expensive to resolve and costlier to ignore. When conflict rises to the point that employees or groups of employees are seeking legal remedies, hiring lawyers to represent the company's interests and practices can be an unanticipated expense that has a serious effect on the organization's financial standing (Mayhew, 2018). This is reason, organizations are always trying to prevent or manage conflict so as to avoid its effects

However, the main aim of our research is to prove the resilient role of women in conflict management in an organization. Resilience has been used to described persons who display courage and adaptability in the wake of life misfortune (Waginld, 1990). According to Rutter (1987), resilient is a buffering factor that protects individual from psychotic disorder and looked at resilient individual as possessing self-esteem and believe in one's own self efficacy, a repertoire of problem-solving skills and satisfying interpersonal relationships. Similarly, Richmond and Beardslee, (1988), described resilient as self-confidence curiosity self-discipline and control over the environment. Our research is more interested in women as the involvement of women in conflict mediation is still low in the continent, (UN women, 2020). Otherwise, women do not really have a say in decision-making as they play the role of accompanying and observing men in the process of peace-building, (UN women,2020). The ability of young women to champion resilience is, however, limited by the marginalization of youth in general from African peace and governance processes and by the lack of sufficient investment in youth education. These contribute to a longer-term problem for young women, because they are not expected to become engaged in conflict resilience, particularly as leaders. Also, cultural restrictions such as marriage prospects dictate the future for many young women while young men conversely start to enjoy increased autonomy and social mobility (UN women, 2018).

To achieve this objective, our study was divided into two parts: theoretical and operational frameworks. The theoretical frame on one hand is subdivided into three chapters: chapter one presents the problem statement; chapter two consecrated to the presentation of literature review on our independent and dependent variables; chapter three consecrated to the presentation of the reference theory. The operational framework on the other hand, is also divided to into three chapters: chapter four which tackles the methodological approach; chapter five which presents data analysis and interpretation of results and chapter six which presents the summary and discussion of finding.

FIRST PART : THEORETICAL FRAMEWORK

This part of the work is structured in to three chapters: the first chapter presents the problem of the study, the second chapter is devoted to the review of the literature, and finally the third chapter addresses the explanatory theories of our study.

CHAPTER 1: PROBLEMATIC

The complexity of conflicts in the world today has made organizations and enterprises to go bankrupt. In this light, past and recent research studies carried out in this domain has made it clear that there is an increased internal and external uncertainty due to the emerging opportunities and threats, lack of the awareness of integrating women to facilitate the management of related conflict issues (Abdulkarim, 2000).

In Cameroon, many organizations spend their scarce time and energy struggling to solve interpersonal conflicts in organizations without involving women whom by nature are resilient and have the ability to anticipate and prepare for them. This most often is due to the lack of concern and the out dated perception of women as weak sex, which is the key issue in the present and future failure of most organization (UN Women, 2020). Organizations concentrate most of their energy on resolving interpersonal conflict while Women are often left behind when it comes to conflict management, (UN Women, 2020).

This chapter is focused on six main points to be treated: the empirical context, theoretical context, research problem, research questions, objectives, hypotheses Interest, research limitation.

1.1. The context of study

The context of our study is divided into: empirical (the direct and indirect observation of the studied which can be analyzed) and theoretical (the context which introduces and describe the theory that explains why the research problem under study exists, it is the lens through which we evaluate our research problem and research question with the help of formulated theories to explain, predict and understand the studied phenomenon).

1.1.1. The empirical context

The empirical context of our work highlights the resilient role of women in terms of conflict management at the level of organizations in Cameroon, Africa and the world at large. Here, we also highlight what women have been doing in regards to conflict management in an organization.

As human beings, we all face conflict be it with ourselves or with people we interact with. When it comes to organizational conflict or otherwise known as workplace conflict, it is

described as the state of disagreement or misunderstanding, resulting from the actual or perceived dissent of needs, beliefs, resources and relationship between the members of the organization or at the workplace, whenever, two or more persons interact, conflict occurs when opinions with respect to any task or decision are in contradiction, (Conrad & Poole, 2002). In simple terms, organizational conflict alludes to the result of human interaction, that starts when one member of the organization discerns that his or her goals, values or attitude are incompatible, with those of other members of the organization in this case, only those who are psychologically fit or resilient in nature will be able to ignore such conflicts and focus on the organization goals. The incompatibility in opinions can come into being, within a member, between two members, or between groups of the organization from different backgrounds (Wilmot & Hocker, 2010).

Resistance to change can bring about conflict, but conflict also is inevitable when an organization includes diverse people with individual work habits, styles and personalities. Unresolved conflict often produces negative results, regardless of whether the conflict is between two individuals, between staff and leadership or among workplace teams (Zenger, 2020). Conflict at work makes employees feel insecure and this can negatively affect their productivity and the way they deal with customers. Some employees may stop working or stay home, (Mayhew, 2018). Unresolved conflict threatens the psychological safety of employees, management and the organization, (Santagata, 2017). For instance, this author mentioned that head of industry at google, spearheaded the industry leader's research on high-performing teams, and discovered that psychological safety is a trait that individuals in these teams share. Psychological safety in the workplace means that you feel comfortable taking risks for your team's success, and that you don't feel that you will be disciplined or berated for taking those risks and only resilient persons stand the chance of bouncing back when faced with obstacles at work or conflict (Santagata, 2017).

Where workplace conflict exists, people are typically in a defensive mode and feel the need to protect themselves for fear that they will be disciplined or punished for their actions. On an individual level, workplace conflict can result in the absence of psychological safety. The absence of psychological safety then can result in poor performance and job dissatisfaction. For the organization, the effects may be absenteeism, diminished productivity and lack of employee engagement (Thompson, 2018).

Workplace conflict can ultimately cause the organization's customer base to crumble. Employees who are at odds with each other may spend more time creating ways to fight back or argue their point instead of focusing on the quality of their work. Poor quality whether it is a service or product is guaranteed to send customers to a competitor. In addition, customers who sense conflict may leave with the impression that the company isn't a good place to work. That kind of impression might call into question the organization's principles with questions like. Is the organization not a good place to work because the managers are ineffective or because they engage in shady business practices, (Mayhew, 2018).

Conflict destroys the company reputation: questions about management and their business practices may be warranted if word on the street is that an organization and its employees are continually engaged in conflict. Companies that are unsuccessful at resolving workplace conflict or that turn a blind eye when conflict exists are putting the organization's reputation at risk, (Mayhew, 2018). An organization with a poor reputation is unable to recruit talented and motivated job candidates, and current employees likely won't dispel industry gossip by showing how proud they are to be parts of the organization.

1.1.2. Theoretical context

In this work, we have theories that explain conflict, conflict resolution, resilience and conflict management. Theories on conflict resolution have a major influence on the dynamics of modern work place. Fundamental concepts such as the gender schema theory (Bem, 1981), Conflict theory (Mullins, 2013), realistic conflict theory in the robber's cave experiment conducted by social psychologist, (Sherif, 1980). Despite all challenges of conflict and write up concerning conflict, women are given little opportunities to participate in conflict resolution.

Resilience is a scientific term that applies to materials that have the capacity to return to their original shape after being bent or stretched. Over time, however, the term got to be applied to people as well – people who have the ability to recover readily from illness, depression, defeat, or other kinds of adversity (Gantner, 2012). Furthermore, vulnerability and resilience are shaped by gender in various and complex ways. People who suffer marginalization and discrimination are most vulnerable to their negative impact. For many women, resilience is an instrumental strength. Both women and men need resilience to deal with difficulties in life which one of it is conflict management. But women often need to be more resilient than men to overcome traditional obstacles placed in their way in order to

advance in the business world. Too many women, however, are not aware of the amount of resilience they do possess Gantner (2012). When you know your capacity for resilience, it gives you the confidence to deal with whatever life throws at you in this light one has to be resilient in order to cope with conflict which is something that has become unavoidable. Being resilient helps you cope in various ways be it personal, professional, or social (Gantner, 2012).

To better understand conflict, Kurtzberg et al (2005), also brings forward that research has proved that there are three main types of conflicts. Conflicts based on the work process, how work is performed and obligation of team roles and responsibilities. The second form of conflict is the relationship-based conflict, where relationships and interaction between team members are the source. Finally, the third form is the task-based conflict where disagreements about the work task itself causes the issue. Kurtzberg et al. (2005) claims that there is a linear correlation between team performance and task-based conflicts, research has pointed out that in some cases task-based conflicts can actually be beneficial. Moreover, Kurtzberg et al (2005), expresses that process-based and relationship-based conflicts only can have negative effects on team performance. The positive contribution through task-based conflicts is according to Kurtzberg et al (2005) the promotion and unveiling of different perspectives which could stimulate innovation and creative thinking. The possible negative effects of a conflict are thus always a threat, according to Kurtzberg et al. (2005) psychological affects and team member relationships are at all times very vulnerable. Kurtzberg et al. (2005) argues that „it is tremendously difficult for individuals to remain objective about a situation when they feel that others are disagreeing, or even disapproving, of their point of view

Ohbuchi and al. (2003) has a different perspective on conflicts and brings forward a different categorization. The first conflict form is called “conflict of interest” and concerns issues between people and their interests. “Cognitive conflict” is the second form which arises through people having different views on things, the third and last form is called “value conflict” and occurs through disagreements concerning different values or expectations. Conflict issues brought forward by Ohbuchi and al. (2003) that can be linked to these three main categories are: gain/loss issues we discussed my promotion correct/incorrect issues –i was criticized for my work performance

Right/wrong issues asserted that the other person violated a rule theories of conflict management patterns are often according to Desivilya and al. (2005) related to a dual concern

model divided into concern for self and concern for others. Further different conflict management approaches are based on these two motives, some focusing more on concern for self or concern for others. From these motives Desivilya and al. (2005) brings forward five main conflict management patterns:

- a) Dominating High concern for self and low concern for the other
- b) Obliging - Low concern for self and high concern for the other
- c) Avoiding - Low concern for self and low concern for the other
- d) Integrating – High concern for self and high concern for the other
- e) Compromising - „Moderate concern for self and moderate concern for the other

Desivilya and al. (2005), stresses that project team members more often choose to use a passive approach. To passive strategies counts obliging and avoiding while integrating, compromising and dominating belongs is seen as an active strategy. In comparison with Desivilya and al (2005), Hughes, Ginnett and Curphy (2009) have chosen to look at conflict management approaches from a slightly different perspective. They claim that conflict resolution can be divided into two independent dimensions

Cooperativeness/uncooperativeness and assertiveness/unassertiveness. From this point of view Hughes, Ginnett and Curphy (2009) have described five common approaches to managing conflict: Competition Reflects a desire to achieve one’s own ends at the expense of someone else. This is domination, also known as a win-lose orientation.

Accommodation -Reflects a mirror image of competition, entirely giving in to someone else’s concerns without making any effort to achieve one’s own ends. This is a tactic of appeasement“.

Sharing,, Is an approach that represents a compromise between domination and appeasement. Both parties give up something, yet both parties get something. Both parties are moderately, but incompletely, satisfied“.

Collaboration Reflects an effort to fully satisfy both parties. This is a problem-solving approach that requires the integration of each party’s concerns“.

Avoidance - Involves indifference to the concerns of both parties. It reflects a withdrawal from or neglect of any party’s interests.

Hughes, Ginnett and Curphy (2009), suggests that instead of trying to find a superior approach, focus should instead be on determining when a certain approach is appropriate. It is also highlighted that each approach comes with diverse advantages and disadvantages.

Linking confidence to a high performing team, Eizen and al (2005), defines an individual's belief in being able to perform a certain task as global self-efficacy where he or she is confident to success and therefore will most certainly go ahead and perform the task. Eizen and al. (2005), applies this theory on conflict management where team members with high self-efficacy are believed to see a conflict as just another task which he or she will most likely try to resolve and manage. On the contrary, individual's that does not has that confidence will instead try to avoid the conflict since they according to Eizen and al. (2005) doesn't believes themselves having the skills necessary. Moreover, Eizen and al (2005), brings forward the social self-efficacy theory that is defined as an „individual's belief in her or his capabilities to create and maintain social bonds, cooperate with others and manage different types of interpersonal conflicts“. Eizen and al (2005), has linked global self-efficacy and social self-efficacy to the five main conflict management patterns presented by Desivilya and al. (2005), in the two following hypotheses:

- Global self-efficacy will be positively related to engaging patterns of conflict management, such as dominating, integrating and compromising, and negatively associated with passive patterns, such as obliging and avoiding.
- Social self-efficacy will be positively related to conflict management patterns that entail both engaging as well as constructive elements (integrating and compromising), negatively related to the avoidance pattern, and unrelated to the destructive-engaging (dominating) and constructive-avoiding conflict management modes (obliging). The current study also addressed the role of team related variable group identification in dealing with internal conflicts.

De Dreu and al. (2004), investigated the sources for conflict at workplaces and found that there are tendencies of teams developing their own conflict culture. Team members are often according to De Dreu and al. (2004), affecting each other and the way different procedures and tasks are performed within the team boundaries. De Dreu and al. (2004), argue that some teams have developed a certain culture or a so-called conflict management style such as for example open-minded debate or conflict avoidance. Different views on conflict is expressed by De Dreu and al. (2004) to be developed as well, some teams might see conflict as an opportunity while others see it as a threat.

The dynamic conflict model focuses on how different responds to conflict affects how the conflict process unfolds. The idea with this model is to help people becoming aware of

how their responds affects conflict resolution in positive or negative ways. Runde and Flanagan (2007) explain that the model separates cognitive and affective conflicts. Cognitive conflicts is task focused which means that the involved parties puts their concentration on problem solving, therefore Runde and Flanagan (2007) argues that cognitive conflicts are less likely to escalate into a dysfunctional conflicts. On the contrary, affective conflicts are more emotionally charged because focus is put on the person. This increases the probability conflict escalation resulting in negative effects such as damaged relationships and reduced collaboration.

Table 1: Conflict triggers/hot buttons

A	B
Constructive responses	Destructive responses
Task-focused conflict (cognitive)	person-focused (Emotional)
focused on problem solving	focused on personalities
positive affect	negative emotions
tension decreases	negative emotions
group functioning improves conflict (de-escalates)	group functioning decreases (conflicts escalate)

Runde et Flanagan (2007) explain that hot buttons are events that trigger a person to initiate a conflict. Our hot buttons are very emotionally charged which can make us lose control of our actions and respond without thinking about the consequences. According to Runde & Flanagan (2007) it's essential to reflect about and try getting some understanding about our hot buttons, a suggestion that is brought forward is to think about a situation in our past where our hot buttons have been triggered. Runde & Flanagan (2007) points out that we often forget to reflect on whether the opposing party could have several reasons for their actions. Runde & Flanagan (2007) express that understanding our own behaviour and trying to reflect on others are key factors when trying to prevent the outbreak of conflicts. A conflict competent leader is aware about his/hers hot buttons and in which situations they are triggered, therefore they are more prepared for situations that are emotionally charged, (Runde & Flanagan, 2007).

Vaaland (2004), conflict resolution model is performed through a workshop where issues are identified and analyzed. The process is divided into four different steps that are taking the conflict closer to a solution. The first step is to identify the issues that are the source for the conflict and to collect the different perceptions to get a clear overview over to conflict. The second step applies a collection of assessment criteria that links the conflict to destructive effects on the relationships within the team. Based on this criterion the conflict can be connected to formal procedures like for example poor routines, in-flexibility and bad scheduling according to Vaaland (2004). Next step is make the participants realize and get a view of what has to be done to develop the relationship. Vaaland (2004) puts forward that the parties can propose a step of how to proceed but that they also have to accept that it might be rejected by the other party. The final stage of this model brought forward by Vaaland (2004) the process of balancing and to expose the reasons for the issues and to reach two reciprocally objectives. According to Vaaland (2004) there are a few alternatives of how to execute the process. The first option is to attempt to narrow the gap between the participants by eliminating contradictions, or alternatively put focus on straightening out the confusion and misunderstandings or finally try to control the extent and impact of the issues. Additionally, Vaaland (2004) claims that when using this model, the process should be monitored and organized by a third party, avoiding any risk of chaos and dysfunctional conflicts. Stresses that the benefits of using this process is that it involves both parties, get them to understand and identify the conflict in order to achieve healthier relationships, (Vaaland 2004,).

Futher more, the development resilience scale theory was developed by Wagnild and Young, (1990). The purpose of this theory was to identify the decree of individual resilience, considered a positive personality characteristic that enhances individual adaptation. It initially developed within a sample of older women but is also intended use with a male population as well as a broad range of ages. The resilient scale was developed from a qualitative study of 24 women who had adapted succelfully following a major life event. Participants where prescreened for positive psychosocial adaptation as indicated by mid-high levels of social involvement each was asked to described how she manage self-identify lost. From their narrative five interrelated components were identified that constitute resilience: equanimity, perseverance, self-reliance, meaningfulness and existential and aloneness. These five elements constitute resilience and clarified by philosophic and psychological writings. In this light, equanimity is referred to as a balance perspective of one's life and experiences, it connotes the ability to consider a brother rate of experience and sit lose and take what comes

thus moderating extreme response to adversity (Kadner, 1989 ;). Perseverance being one of the elements of resilience is looked upon as the act of persistence despite adversity or discouragement; perseverance connotes a willingness to continue the struggle to reconstruct one's life and to remain involve and to practice self-discipline, (Caplan, 1990.;). Self-reliance as one of the constituent of resilience is a belief in one's self and one's capability. Self-reliance is the ability to depend on one self and to recognize personal strength and limitation (Caplan, 1990;). Meaningfulness refers to realization that life has a purpose and the valuation of one's contributions meaningfulness cover the sense of having something for which to live, (; Frank, 1952). Existential aloneness, it implies the realization that each person life path is unique, while some experiences are shared, the remain others must be faced alone; existential aloneness confess a feeling of freedom and sense of uniqueness (Frank1, 1985;). These five elements that forms the theoretical definition of resilience according to the resilience scale had a positive significant correlation. Therefore, the theoretical definition of resilience is supported a multidimensional construct. This theory is applicable in our work because it helps managing conflict in an organization, (Witzelben, 1958).

1.1.3. Formulation of the problem

Workplace conflict can be expensive to resolve and costlier to ignore. When conflict rises to the point that employees or groups of employees are seeking legal remedies, hiring lawyers to represent the company's interests and practices can be an unanticipated expense that has a serious effect on the organization's financial standing (Mayhew, 2018). And it is not just lawyers' fees that add up. Settling claims to avoid costly litigation can take a significant portion of the organization's profits. The distraction and loss of productivity on the part of employees who do the legwork to support the legal case (for example, researchers, administrative staff and executives) result in expenses that are difficult to quantify, but definitely impact the company's bottom line. If the company is already losing business, productivity and talent, the effects can be devastating. For publicly held companies, these costs and damage to the company's reputation can cause stock prices to plummet. With all these effects of conflict on organization, women are often not given the chance to resolve them (Skjelsbaek, 1997).

Our problem here is the fact that women are often left behind when it comes to conflict management and forgetting that women are naturally resilient. The involvement of women in conflict mediation is still low in the continent (UN women, 2020). Otherwise, women do not really have a say in decision-making as they play the role of accompanying and observing

men in the process of peace-building (UN women,2020). The ability of young women to champion resilience is, however, limited by the marginalization of youth in general from African peace and governance processes and by the lack of sufficient investment in youth education (reference). These contribute to a longer-term problem for young women, because they are not expected to become engaged in conflict resilience, particularly as leaders. Also, cultural restrictions such as marriage prospects dictate the future for many young women while young men conversely start to enjoy increased autonomy and social mobility (UN women,2018).

Women face a variety of advantages and adversities in their lives. They go on realizing a strong investment and positive orientation toward life regardless of the challenges and losses they experience, particularly in difficult times. They face common challenges and there is potential to work with them collectively and to lessen their vulnerability. If they see a need, they respond. Women can name their experiences, reactions, advantage, and adversity. This means that women are resilient. They are resilient when they are faced with many challenges and changes in their lives, such as conflict in childhood, unhappy marriages, physical illnesses, the loss of their husbands, to name just a few examples. At present, they make great efforts in order to protect their communities, organizations in the face of the conflicts and threats amongst workers. In addition, other political, economic, and social factors impact women. These impacts could not be ignored. For this reason, it is pivotal that women could share their experiences and stories and that they are listened to, (UN Women, 2020).

Conflicts often force women to organize themselves to safeguard basic necessities and to carry out activities related to, for example, bringing the conflicting staff together to look for common understanding ground. These activities have a role to play in ensuring lasting peace and organizations must ensure women are included in key peace negotiations at all levels. Gender roles in society or organizations means how we're expected to act, speak, dress, groom, and conduct ourselves based upon our assigned sex. For example, girls and women are generally expected to dress in typically feminine ways and be polite, accommodating, and nurturing, (planned parenthood, 2021). In this light, women at the grassroots level in countries as diverse as Afghanistan, Burundi, Colombia, Democratic Republic of Congo, Iraq and Sudan have used this resolution to lobby for their voices to be heard in peace-building processes, in post-conflict elections, and in the re-building of their societies, (Shepherd, 2015).

According to Webb (1987), Resilience empowers people to accept and adapt to situations and move forward. It's your ability to withstand adversity and bounce back and grow despite life's downturns, (Sood, 2019). Goes on to define resilience as the ability to withstand adversity and bounce back from difficult life events. Being resilient does not mean that people don't experience stress, emotional upheaval, and suffering. Some people equate resilience with mental toughness, but demonstrating resilience includes working through emotional pain and suffering. Developing resilience is both complex and personal. It involves a combination of inner strengths and outer resources, and there isn't a universal formula for becoming more resilient. All people are different: while one person might develop symptoms of depression or anxiety following a traumatic event, another person might not report any symptoms at all. A combination of factors contributes to building resilience, and there isn't a simple to-do list to work through adversity. In one longitudinal study, protective factors for adolescents at risk for depression, such as family cohesion, positive self-appraisals, and good interpersonal relations, were associated with resilient outcomes in young adulthood, (Sood, 2019).

There have been multiple studies over the years that have provided varying definitions of conflict. For example, a 2008 international study by CPP (Canada Pension Plan) defined conflict as "any workplace disagreement that disrupts the flow of work. This definition emphasizes that conflict reduces productivity. A 2008 Psychometrics study conducted in Canadian work CPP (Canada Pension Plan), defined conflict as a struggle results when one individual's concerns are different from another person. Here, conflict might not always disrupt work; it might be an opportunity to respect each party's perspective and search for various win-win resolutions. In reality, workplace conflict includes all of those elements and is sometimes difficult to view objectively, partly because different team members have different perspectives on every interaction. For example, what seems like an intense confrontation to person A might be seen as "venting" by person B, who didn't think it was personal.

CPP found that 85% of both individual contributors and leaders agreed they experienced some amount of inevitable conflict at work. In addition, 29% of all employees said that they experienced almost constant conflict. Tellingly, 12% said they also saw conflict frequently among leaders. In the UK in 2020, 26% of individual contributors said conflict was common, as did 20% of leaders. During the previous year, more than a third had dealt with interpersonal conflict, from single incidents to consistent problem relationships. Bullying was

experienced by 15% and harassment by 8% that is the contributors to the CPP study identified common causes of conflict. The following list shows what percentage of contributors named these factors as a source of conflict. 49%: Clashes between personalities or egos, 34%: Workplace stress, 33%: Too much work without enough support , 29%: Poor leadership, 26%: Dishonesty or not enough openness, 23%: Problems with line managers, 22%: Unclear roles, 21%: Confusion about accountability, 18%: Clashing values, 16%: Poor team composition, 15%: Forbidden topics, such as inappropriate relationships, 14%: Problems with performance management, 13%: Harassment or bullying, 10%: The perception of discriminatory practices, (Canada Pension Plan, 2008).

In Cameroon, conflict is visible. This Gender Conflict Analysis in Cameroon Report (2019), specifically reveals the lived experiences and grievances of community actors from different parts of Cameroonian society on their own terms and seeks to create space to support women's efforts to prevent, mediate and participate in resolving conflicts, despite the large obstacles remaining for women's effective participation in peace and security processes in Cameroon.

The Gender Conflict Analysis in Cameroon Report (2019), shows how women across regions are organizing and supporting each other. It further documents the barriers to their participation and the risks which they and their families face. It also highlights civil society engagement in conflict response. Gender roles during crises are closely associated with constructed norms of masculinity and femininity, where men are regarded and raised as the stronger gender while women play domestic roles within communities. The Report also documents how gender roles are altered by conflict across all regions of Cameroon, the prevalence of gender-based violence emerged. Normative ideas of masculinity that manhood equals to fighting and providing for the family have also been significant factors in the recruitment of boys and men. Various forms of abuse of power by decision makers were documented and concerns were also raised about the very significant deficit of trust at multiple levels.

In order to reduce workplace conflict (Holmes, 2016), came up with a definition of conflict and proposed 10 ways of limiting organizational conflict. According to him, Conflict, like death and taxes, is inevitable. This is especially true in today's diverse environments where people can have dramatically different values, communication styles, work styles and personality types. Fortunately, conflict does not have to negatively impact our lives. In fact,

many organizational conflicts can be prevented, or at least minimized, if we take 10 proactive steps.

Provide conflict resolution training; You can reduce the negative impact of conflict by helping employees develop the skills they need to successfully resolve the conflicts that occur in their lives. This gives people more confidence in their ability to resolve both personal and professional conflict. It also makes people more effective at addressing minor conflicts as they occur, instead of allowing them to become major distractions (Holmes, 2016), Provide communication skills training; By providing communication skills training, employees can increase their ability to communicate effectively with a diverse range of individuals, and manage the communication problems that are often at the heart of organizational conflict. Help staff develop positive work relationships. Give employees a chance to get to know each other better and to feel more comfortable with each other. This can be done by providing opportunities for social interaction on a continuous basis, by giving assignments that put staff into contact with people they don't normally interact with, and by providing cross-training opportunities. Implement team building activities. You can significantly improve team relationships and performance through the team development process. Such activities provide an opportunity for team members to get more comfortable with each other, to identify acceptable behaviors and modes of interaction, and to determine how team problems and conflicts will be resolved. Develop strong communication channels. You can improve communication within a team or organization by strategically employing informational and problem-solving meetings, and by utilizing a diverse range of organizational communication tools. Such tools include face-to-face discussions, e-mail, texting, videoconferences, online meetings, bulletin boards (both physical and electronic), voice mail and faxes. Create an environment that encourages participation. This can be done through formal employee involvement programs such as self-directed work teams, and suggestion systems that ask for employee input and reward people for their participation. This is especially important because research has shown that employee involvement programs have a positive impact on both individual and organizational performance.

No matter how hard you work at reducing dysfunctional conflict (conflict that hinders performance and prevents you from achieving organizational goals), sooner or later it is going to occur. Therefore, organizational leaders should develop their conflict mediation skills so they can help employees resolve the conflicts that will inevitably arise.

Provide third-party conflict mediation services. There will be times when a manager or supervisor cannot mediate a conflict between employees. During these times, it helps if employees feel they have an experienced, objective third-party where they can confidentially address a conflict situation.

Make sure employees are clear about organizational goals and priorities. Generally speaking, conflicts occur because of differences over facts, goals, methods or values. By ensuring that employees (especially the members of a given work team) are on the same page regarding objectives, priorities and plans, you will decrease the chances that dysfunctional conflict will occur due to differences over facts, goals or methods Holmes (2016). In order to reduce conflict in an organization, treat everyone fairly. This may seem obvious, but many managers are accused of preferential treatment, and it is incumbent upon organizational leaders to make sure they are behaving in an egalitarian fashion.

1.2. RESEARCH QUESTION;

In this part of the work, we are going to examine the general research question and the specific research questions.

1.2.1 The General Research Question

Is resilient role of women more important in conflict management in an organization?

1.2.2 Specific Research Questions

- Is resilience important in conflict management?
- What is the level of resilience of the workers?
- What is the state of conflict management in organizations?
- Is the effect of resilience on conflict management more important in women?

1.3. HYPOTHESES

The hypotheses of the study give us the proposed answers to the main research question and the specific question.

1.3.1 GENERAL HYPOTHESIS

Resilience plays a significant role in conflict management. This fact is more important in women.

1, 3, 2 Specific hypotheses

H1: perception of self plays a significant role in conflict management; this fact is more important in women.

H2: perception of future plays a significant role in conflict management; this fact is more important in women.

H3: structured style plays a significant role in conflict management; this fact is more important in women.

H4: social competence plays a significant role in conflict management; this fact is more important in women.

H5: Work team cohesion plays a significant role in conflict management; this fact is more important in women.

H6: Social resources play a significant role in conflict management; this fact is more important in women.

1.4. OBJECTIVES

The objectives define what the researcher wants to find out. We have general objectives and specific objectives.

1.4.1. GENERAL OBJECTIVE

To find out whether the effect of resilience on conflict management is more important in women.

1.4.2. SPECIFIC OBJECTIVES

- ❖ To evaluate resilience of workers in an organization
- ❖ To evaluate the management of conflict in an organization
- ❖ To compare resilience and conflict management amount men and women in an organization

1.5. INTEREST OF STUDY.

This research on the resilience role of women in conflict management has a great social, scientific and professional significant. This research is of social important as it will help

educate organizations and society in general on the importance of gender equality, reduces gender discrimination and also the importance of involving women in the process of conflict management.

The scientific significant or importance of this study. In this domain, it will contribute in the inclusion of women in not just in the process of conflict management but also in other scientific aspects

1.6. SCOPE OF STUDY

Our research lays in the domain of occupational psychology or work psychology precisely the interpersonal conflict at work. The main focus her is the resilient role of women in dealing with interpersonal conflict at work place. Geographical scope: in this aspect, our research is conducted in Cameroon in the Center Region precisely in international NGOs in Yaounde Cameroon.

CHAPTER 2 : LITERATURE

This chapter is a review of related studies on the resilient role of women in conflict management in an organization. Literature Review is a survey of important articles, books and other sources pertaining to your research topic. This review of the professionals' literature contextualizes, or frames your research and will also give readers the necessary background to understand your research. The main purpose of literature review is to clarify some fundamental concepts involved in the study, to find out what other scholar or professionals have gaps to be filled up.

2.1. Definition of concepts

2.1.1. Conflict

It is a state of struggle, opposition, incompatibility, and interference, divergence of interest, tension, interaction and interdependence among others. It also refers to a relation between two or more parties who believe they have incompatible goals. It is a situation where two or more people perceive themselves as being in a state of incompatibility with each side trying to outdo the other. It could be over resources, values, psychological needs or inadequate information. Conflict is a process in which an effort is purposely made by one person or unit to block another or frustrates the attainment of another's goals or the furthering of his interest (Rao & Narayana 1998) It is any situation in which incompatible goals, attitudes, emotions, lead to disagreement or opposition between two or more parties (Nelson & Quick,1997).

Furthermore, conflict is an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources, and interference from the other party in achieving their goals (Hocker & Wilmot 1985).

2.1.2. Conflict Resolution

A variety of approaches aimed at resolving conflicts through the constructive solving of problems distinct from the management or transformation of conflict. Conflict resolution is multifaceted in that it refers to a process, a result, and an identified field of academic study as well as an activity in which persons and communities engages every day without ever using the term. The antagonisms in question may involve interpersonal relationships, labour-

management issues, business decisions, intergroup disputes, disagreements between nation-states, or international quarrels (Miller & King 2005). Conflict resolution is the process by which two or more parties engaged in a disagreement, dispute, or debate reach an agreement resolving it. Several skills are needed to resolve conflicts in the workplace effectively. First, you need to be able to view the problems and issues from multiple perspectives and possess strong problem-solving skills. Also important is the ability to empathize, meaning that you're able to perceive and understand the feelings and emotions of others. Active listening is another skill important for you to have, which is a listening technique that requires you to provide feedback to the person to whom you are listening by restating or paraphrasing what someone is communicating to confirm your understanding (Miller & King, 2005).

When resolving a conflict, you also need to be able to control and manage your emotions; use and interpret nonverbal cues and think critically and objectively. Finally, it's very important you can compromise, which refers to the willingness to concede something in exchange for an opposing party's concession. There are numerous ways through which conflicts can be resolved. These numerous models, techniques, and methods, can be placed under a few approaches. These are; third-party intervention, unilateral decision-making, and joint decision-making. Third-party intervention involves seeking the help of a third party to resolve conflicts. Professionals that help resolve conflicts include mediators, who help guide the disputing parties to a resolution; and arbitrators, who act like a judge and issue a decision that is imposed on disputing parties to resolve the conflict. You do not need to use a professional to arbitrate or mediate a dispute; you can seek the help of co-workers or supervisors to serve as arbitrators or mediators. Finally, courts can also be used to resolve disputes (Miller & King, 2005).

2.2. TYPES OF CONFLICTS

There are principally three types of conflicts which can be distinguished as follows; conflicts that originate in individual person, and conflict that occur as a result of interactions between groups. These may be described as, intrapersonal conflict, interpersonal conflict and interdepartmental conflict. Each of these categories raises different questions about the three interrelated components of conflict and each emphasizes different aspects of conflict management.

2.2.1. Intrapersonal conflict

Intrapersonal conflict is internal to the individual and perhaps the most difficult conflict to analyze and manage. Intrapersonal conflict is basically conflict between two incompatible tendencies and the individual is required to discriminate between these tendencies. In such a situation it is common for individual to experience frustrations and to allow their conflict situation to be expressed in a range of behavioral strategies ranging from apathy and boredom to absenteeism, excessive drinking or destructive behavior. If such behavioral consequences are to be avoided, then it is essential to diagnose individual perception and utilize some techniques that would reduce anxiety-eliciting stimuli and increase consonance between individual behavior and organizational requirement. Intrapersonal conflict occurs when a person is confronted with several mutually exclusive options and has difficulty making a decision. Many intrapersonal conflicts in the workplace center on the conflict between personal values and organizational values. In simple word, Intrapersonal conflict is an internal conflict that one has with his or her self, (Myeducator, 2021)

2.2.3. Interpersonal conflict

Interpersonal conflict is conflict between two or more persons. It is usually said individually are not identical, constant or consistent. When two individuals are brought together and kept together, each with his or her qualities, needs and skills, a conflict may ensue if their attributes are not meshed together in a coordinated way. Interaction between individuals with different attitudes, value and needs can produce conflict behavior and affect organizational performance. There is also interpersonal conflict which results from functions. Individuals in organizations have roles which are expected sets of behavior associated with their positions. In theory, individuals are not expected to engage in any discretionary behaviour. Such specification would be consistency and predictability (Jehn & Bendersky, 2003). In practice, however, role specification tends to be ambiguous and incomplete, and in their interaction with others, some individuals often feel dissatisfied with their role or position, or they may feel that their aspiration for higher position are being frustrated. Interpersonal conflict can be accounted for, to a greater extent, in terms of incumbent's roles and their expectation in particular situations. Interpersonal conflict occurs when two or more people perceive goals, attitudes, values, and behavior differently. You may have experienced interpersonal conflict at school when your teacher felt that you were not working as hard as

you felt you were working; the two of you had conflicting perceptions concerning your behavior. Interpersonal conflicts are especially common in the workplace, since we are often forced to work with people whose ideas and values differ from our own (myeducator, 2021). Interpersonal conflict is an unavoidable phenomenon in any organization. Organizations with little or no conflict generally fall to stagnation and too much conflict is also detrimental to the organization (Rahim, 2011).

In the same light, Chuang and Tzy-Ning (2003), define in Interpersonal conflict as conflict that occurs between two or more individuals that work together in groups or teams. This is a conflict that occurs between two or more individuals. Many individual differences lead to interpersonal conflict, including personalities, culture, attitudes, values, perceptions, and the other differences. Conflict arises due to a variety of factors. Individual differences in goals, expectations, values, proposed courses of action, and suggestions about how to best handle a situation are unavoidable. As human beings interact in organizations, differing values and situations create tension relationship. Conflict is viewed as a situation in which two or more individuals operating within a unit appear to be incompatible, (Chuang & Tzy-Ning, 2003).

2.2.4. Interdepartmental conflict

The third major conflict in an organization is structural. Organizations are designed around product lines, regions or technical specialties. These activities are assigned to departments that often have mutually exclusive structured interests and goals and that interact within a framework of scarce resources and task dependence. When resources are relatively fixed and when one departments gain is at the expense of another, conflict should be expected. If two subunits in an organization system have differentiated goals and are functionally interdependent, conditions exist for conflict. Interdependence produce the need for collaboration, but it also presents occasion for conflict. Intraorganizational conflict occurs when there is disagreement in an organization, either within or between levels. Three levels of intraorganizational conflict are vertical, which occurs among different hierarchical levels; horizontal, which occurs between departments on the same level (e.g., sales department versus manufacturing department); and line–staff, which occurs between line managers and staff managers. Generally, line managers are responsible for managing an aspect of production, while staff managers offer a consulting service to managers. Conflict between these two groups usually stems from the fact that the consultant's authority in the organization

is not clearly defined. As a result, line managers sometimes think that staff managers are trying to take away their power as managers, (Myeducator,2021)

2.3. CAUSES OF CONFLICTS IN ORGANIZATION

According to Brookins and Media (2008), employee conflict in the workplace is a common occurrence, resulting from the differences in employees' personalities and values. Dealing with employee conflict in a timely manner is important to maintaining a healthy work environment. Believing that a small conflict will simply disappear is an inaccurate assumption to make because simple conflicts can grow into major problems if not dealt with appropriately. Managers should understand the common causes of employee conflicts, so that a solution is found before the issues become unmanageable. Conflict occurs in the workplace on a regular basis. Disagreements arise between colleagues. Rifts come between a manager and his employee. There are many situations, such as these that can cause conflict among groups within an organization (Brookins & Media, 2008).

Dontigney and Demand (2008), added that in any situation involving more than one person, conflict can arise. The causes of conflict range from philosophical differences and divergent goals to power imbalances. Unmanaged or poorly managed conflicts generate a breakdown in trust and lost productivity. For small businesses, where success often hinges on the cohesion of a few people, loss of trust and productivity can signal the death of the business. With a basic understanding of the five conflict management strategies, small business owners can better deal with conflicts before they escalate beyond repair (Dontigney & Demand, 2008).

In addition, Isa (2015), talks of poor communication as one of the main causes of conflict between employees in the workplace. This can result in a difference in communication styles or a failure to communicate. For example, a manager reassigned an employee's task to the employee's coworker but failed to communicate the reassignment to the employee. This may cause the employee to feel slighted, which can transform into animosity among the two employees and the manager. Failing to communicate in the workplace may cause employees to make incorrect assumptions and breeds workplace gossip. Poor communication in the workplace not only causes conflict but also decreases productivity and employee morale (Isa, 2015).

Another cause of conflict is difference in personalities among employees. Employees come from different backgrounds and experiences, which play a role in shaping their personalities. When employees fail to understand or accept the differences in each other's personalities, problems arise in the workplace. For example, an employee may possess a straightforward personality that results in him speaking whatever is on his mind, even if the timing is inappropriate. The employee with the straightforward personality may offend a coworker that does not possess the same type of personality. The co-worker may feel as if the employee is rude or lacks the authority to deal with her in such a straightforward manner (Isa, 2015).

Also, conflict within an organization can cause members to become frustrated if they feel as if there is no solution in sight, or if they feel that their opinions go unrecognized by other group members. As a result, members become stressed, which adversely affects their professional and personal lives. Organization members may have problems sleeping, loss of appetite or overeating, headaches and become unapproachable. In some instances, organization members may avoid meetings to prevent themselves from experiencing stress (Isa, 2015).

De Dreu et al (2004) investigated the sources for conflict at workplaces and found that there are tendencies of teams developing their own conflict culture. Team members are often according to De Dreu et al (2004) affecting each other and the way different procedures and tasks are performed within the team boundaries. De Dreu et al (2004) argue that some teams have developed a certain culture or a so-called conflict management style such as for example open-minded debate or conflict avoidance. Different views on conflict is expressed by De Dreu et al (2004) to be developed as well, some teams might see conflict as an opportunity.

Furthermore, we have the dynamic conflict model which focuses on how different responds to conflict affects how the conflict process unfolds. The idea with this model is to help people becoming aware of how their responds affects conflict resolution in positive or negative ways. The authors explain that the model separates cognitive and affective conflicts. Cognitive conflicts are task focused which means that the involved parties puts their concentration on problem solving, therefore Runde and Flanagan (2007), argues that cognitive conflicts are less likely to escalate into a dysfunctional conflicts. On the contrary, affective conflicts are more emotionally charged because focus is put on the person. This increases the

probability conflict escalation resulting in negative effects such as damaged relationships and reduced collaboration (Runde & Flanagan, 2007).

2.4. CONFLICT MANAGEMENT

According to Seppala (2021), conflict management is the process by which disputes are resolved, where negative results are minimized and positive results are prioritized. This key management skill involves using different tactics depending on the situation, negotiation, and creative thinking. With properly managed conflict, an organization is able to minimize interpersonal issues, enhance client satisfaction, and produce better business outcomes. Workplace conflict does not automatically mean that there are specific employees at fault, although in some cases that will be the issue. If you have employees who question the status quo and are pushing to make changes that they feel would be positive for the organization that can indicate that your organization has a high level of employee engagement. Conflict can also mean that employees are comfortable enough to challenge each other and that they feel as though their conflicts will be fairly resolved by the organization. Conflict management, when done properly, can even increase the organizational learning of an organization through the questions asked during the process (Seppala 2021).

2.5. CONFLICT MANAGEMENT STYLES

Seppala (2021), presented five conflict management styles. When it comes to conflict, there is no one solution that will work in all situations. Each situation will be different, from the trigger of the conflict to the parties involved. A manager skilled in conflict resolution should be able to take a birds-eye view of the conflict and apply the conflict management style that is called for in that specific situation. Below are the five styles of conflict management (Seppala 2021).

2.5.1. Accommodating.

This style is about simply putting the other parties needs before one's own. You allow them to 'win' and get their way. Accommodation is for situations where you don't care as strongly about the issue as the other person, if prolonging the conflict is not worth your time, or if you think you might be wrong. This option is about keeping the peace, not putting in more effort than the issue is worth, and knowing when to pick battles. While it might seem somewhat weak, accommodation can be the absolute best choice to resolve a small conflict and move on with more important issues. This style is highly cooperative on the part of the

resolver but can lead to resentment. Pros: Small disagreements can be handled quickly and easily, with a minimum of effort. Managers can build a reputation as an easygoing person, and employees will know that they can speak their mind about problems without reprisal. Cons: Managers might be viewed as weak if they accommodate too often. Using this technique with larger or more important issues will not solve any issues in a meaningful way and should absolutely be avoided. The accommodating strategy essentially entails giving the opposing side what it wants. The use of accommodation often occurs when one of the parties wishes to keep the peace or perceives the issue as minor. For example, a business that requires formal dress may institute a "casual Friday" policy as a low-stakes means of keeping the peace with the rank and file. Employer who uses accommodation and provision of good working condition as a primary conflict management strategy, however, may keep track and promote quality management, (Isa, 2015).

2.5.2. Avoiding

This style aims to reduce conflict by ignoring it, removing the conflicted parties, or evading it in some manner. Team members in conflict can be removed from the project they are in conflict over, deadlines are pushed, or people are even reassigned to other departments. This can be an effective conflict resolution style if there is a chance that a cool-down period would be helpful or if you need more time to consider your stance on the conflict itself. Avoidance should not be a substitute for proper resolution, however; pushing back conflict indefinitely can and will lead to more conflicts down the line. Giving people time to calm down can solve a surprising amount of issues. Time and space can give a much-needed perspective to those in conflict, and some issues will resolve themselves. Managers show that they trust employees to act like adults and solve issues. If used in the wrong situations, this technique will make conflicts worse. Managers can seem incompetent if they overuse avoidance because employees will think that they are incapable of handling disagreements.

2.5.3. Compromising

This style seeks to find the middle ground by asking both parties to concede some aspects of their desires so that a solution can be agreed upon. This style is sometimes known as lose-lose, in that both parties will have to give up a few things in order to agree on the larger issue. This is used when there is a time crunch, or when a solution simply needs to happen, rather than be perfect. Compromise can lead to resentment, especially if overused as a conflict resolution tactic, so use sparingly Pros: Issues can be resolved quickly, and the parties

in conflict will leave understanding more about the other person's perspective. Compromise can set the stage for collaboration down the road, and allows both parties to feel heard. Managers using this tactic are seen as facilitating agreement, being hands-on and finding solutions. Cons: No one leaves completely happy. In some cases, one side might feel as though they sacrificed too much, and be unwilling to compromise again in the future. Managers who rely on this technique will burn up their employee's goodwill and be seen as unable to execute collaboration.

2.5.4. Competing

This style rejects compromise and involves not giving in to others viewpoints or wants. One party stands firm in what they think is the correct handling of a situation, and does not back down until they get their way. This can be in situations where morals dictate that a specific course of action is taken, when there is no time to try and find a different solution or when there is an unpopular decision to be made. It can resolve disputes quickly, but there is a high chance of morale and productivity being lessened. Note: This is not a style that should be relied upon heavily. Pros: Managers using this style show that they are strong and will not back down on their principles. Disputes are solved quickly, as there is no space for any disagreement or discussion. Cons: Managers using this style will be seen as unreasonable and authoritarian. Handling conflicts by crushing any dissent will not lead to happy, productive employees, nor will it lead to finding the best solutions in most cases.

2.5.5. Collaboration

This style produces the best long-term results, at the same time it is often the most difficult and time-consuming to reach. Each party's needs and wants are considered, and a win-win solution is found so that everyone leaves satisfied. This often involves all parties sitting down together, talking through the conflict and negotiating a solution together. This is used when it is vital to preserve the relationship between all parties or when the solution itself will have a significant impact. Pros: Everyone leaves happy. A solution that actually solves the problems of the conflict is found, and the manager who implements this tactic will be seen as skilled. Cons: This style of conflict management is time-consuming. Deadlines or production may have to be delayed while solutions are found, which might take a long time, depending on the parties involved and can lead to losses.

Each style is useful, depending on the situation, but as mentioned above, some are weaker than others and should not be relied upon too heavily. Conflict is an unavoidable reality in the workplace. Smart organizations know this and prepare their management with the proper conflict management skills to handle and resolve workplace conflicts quickly and peacefully, (Seppala 2021).

2.6. RESOLUTION STRATEGIES

Over the years, women have been relegated to the background in the area of conflict management. It is about high time the women contributions to peacemaking must be acknowledged. Abdukarim (2002), said ‘it is about time that the people of Nigeria are indeed of the whole world appreciate the tremendous potentiality that is inherent in this (so called) weaker sex. “Many ways, they are much stronger”. Peace women (2004) asserted. That “women and men have different access to resources, power and decision making, before during and after conflicts. The experience of women and men in situations of tension, war and past conflict reconstruction is significantly different”. In many organizations it seems many women do not have free access to resources, power and decision making as regards to conflict as much as their male counterparts Abdukarim (2002).

In addition, an effective conflict solver must avoid generalizations about the parties and situations. He must try to observe each person and situation in the context they exist. Women by their nature are more sensitive & patient to observe and record their observations. Men are impatient and always in a hurry and for that they would jump into wrong conclusion. Women by their nature are good nurturers, social problem solvers and excellent negotiators (Abdudkarim (2002).

Furthermore, Mead (1998), affirms that conflicts may explode over almost any aspects of the organization process. Contemporary management literature holds the view that conflicts should not only be accepted but also encouraged. This is because conflicts as positive force in an organization provide a prerequisite for it efficiency. Rahim (2001) came up with a five strategies model; that is, integrating, obliging, dominating, avoiding and compromising, is the most frequently used conflict management model.

To be specific among the five strategies cited above, integrating is an ideal strategy for solving conflicts because leaders think highly about the needs and desires of both parties in a conflict and try to satisfy the needs of both parties by solving the problem itself, thus creating

a win-win situation (Rahim 2001). Obliging, is made use of when the leaders will not insist on their positions but instead accept other peoples' viewpoints to maintain a harmonious relation.

Dominating strategy in conflict resolution occurs when leaders force their followers to accept their will or preference which is an aggressive conflict management skill. Further, avoidance style is another method use by leaders in front of conflicts. Here, when leaders make excuses or withdraw when faces a conflict. The result of avoiding a conflict is that the conflict still exists or remains without a solution. Compromising is another method leader used in handling conflicts. In this light, the leader makes sure that both parties meet their needs or alternative and are satisfied, which are accepted to both ends.

It should be noted that the power relation in an organization determine the type of conflict settlement style to be used, for example where the parties involved in conflicts are subordinate and a superior, the conflict will be solved using the dominating style. Contrary, when the parties involved have equal strength and level (associates), the conflict will be solved through compromising style. And that with a superior could be solved through obliging. To this effect, Rahim (2001) found that when subordinate encounter problems with their superiors, the priority of choice for solving the conflicts is from, integrating, obliging, avoiding, compromising to dominating. In the contras, the person of higher status tends to start choosing from the other end that is compromising style first (Lee, 2002).

In the same light, Mundate and al (1999), holds that genders do not hold or influence the method used in solving conflict. Chen (2002), found that women frequently adopt the avoiding style when faced with conflict. Cupach and Canary (1995), argued that women prefer integrating compromising, avoiding, and obliging conflicts management strategies. Conrad and Poole (2002) also added that in a conflict, women tend to focus more on the relationship and thus apply the integrating style more than men.

2.6.1. Peace–building

Peace–building, as concept, gained popularity in the recent times through the widely cited publication of Boutros Ghali (1992) former UN Secretary-General entitled: An Agenda for Peace. He defines “post-conflict Peace-building” as “action to identify and support structures which will tend to strengthen and solidify peace in order to avoid a relapse into conflict”. International Alert (1995) cited in Albert (2001) Considers peace-building to be “the employment of measures to consolidate peaceful relations and create an environment,

which deters the emergence or escalation of tensions which may lead to conflict”. It refers to actions which support political, economic, and military measures and structures aiming to strengthen and solidify political settlement in order to redress the causes of conflict. These mechanisms to identify and support structures that tend to consolidate peace, advance a sense of confidence and wellbeing and support economic reconstruction (British army 1997:2). It is also an ability of repairing relationships, institutions and social facilities and putting in place schemes that can help the disputing communities to be united once again (Albert 2001:130).

In addition, Peace building involves building a network of opportunities in the transformation of conflict attitude between the parties through restoration of communication and genuine reconciliation. It promotes more friendly relationship among old combatants. It also creates institutions and socio-facilities aimed at assisting the former disputants to respect their mutual needs and interests for peaceful society where meaningful development can take place (Kasali, Onyeonoru & Durojaye 2009).

Organizational Conflict or otherwise known as workplace conflict is described as the state of disagreement or misunderstanding, resulting from the actual or perceived dissent of needs, beliefs, resources and relationship between the members of the organization. At the workplace, whenever, two or more persons interact, conflict occurs when opinions with respect to any task or decision are in contradiction (Conrad & Poole,2002).

In simple terms, organizational conflict alludes to the result of human interaction, which starts when one member of the organization discerns that his/her goals, values or attitude are incompatible, with those of other members of the organization. The incompatibility in opinions can come into being, within a member, between two members, or between groups of the organization (Conrad & Poole, 2002).

2.6.2. Team Configurations

Aritzeta and al (2005), argues that team roles also play a big part when it comes to which way a team member approaches a conflict. It is claimed that a team role related to control behaviour is more likely to turn to a dominating conflict management approach. As a consequence, team roles that accept lesser control are therefore according to Aritzeta and al (2005), connected to a more avoiding passive approach. Aritzeta and al. (2005), believes that the link between team roles and conflict styles makes it possible to predict how a particular team role will approach a conflict. Regarding performance and creativity Aritzeta and al.

(2005), express the need for both collaborating and competitive styles within project teams. Relationships within the team can be negatively affected by competitive behaviour alone, which can lead to dysfunctional conflicts if not managed.

Furthermore, Aritzeta and al (2005), therefore advocates a mix of different roles within project teams. Somech and al. (2009), explains that a cooperative team more often sees an issue as a common problem that needs to be dealt with. In comparison a team that more competitive focused sees the problem as threat against their personal goals. Somech and al. (2009), also argue that competitive behaviour hinders communication, creativity and knowledge sharing which negatively affects the performance of the team.

Somech and al. (2009), brings forward two hypotheses regarding team performance as team cooperative conflict management style will be positively associated with team performance and team competitive conflict management style will be negatively associated with team performance. Eizen and al. (2005), supports these hypotheses when claiming that constructive conflict management patterns such as integrating, compromising and obliging can be linked to group identification and collaboration. Eizen and al. (2005) argues that team members with a high sense of identification with the team tends to be more open to cooperative and compromising approaches when it comes to conflicts and issues. Furthermore, research made by Desivilya and al. (2005) also proved that „a team member’s positive emotions toward teammates will be positively related to a preference for conflict management patterns that are integrating, compromising and obliging“. Somech and al. (2009), brings forward studies that shows that task interdependence demands team members to collaborate, followed by that “high task interdependence implies the need for intense interactions among members, creating more opportunities for conflict” (Somech & al. 2009). On the contrary Somech and al. (2009), also found research that supported the belief that high task interdependence and intense interaction among team members promotes collaborative behaviour through increased communication and joint planning. Somech and al. (2009), expresses that competitive styles are most common in the early stages of team development and when there is a competition for project resources. Later on when the team has developed further and roles and relations have been created, cooperative styles tend to evolve. This theory can be closely related to the definition of a high-performance team brought forward by Boddy (2002) where members of a high-performance team „are deeply committed to one another personal growth and to a common purpose, (Boddy, 2002).

2.6.3. Self-efficacy

Linking confidence to a high performing team, Eizen and al. (2005), defines an individual's belief in being able to perform a certain task as global self-efficacy where he or she is confident to success and therefore will most certainly go ahead and perform the task. Eizen and al. (2005), applies this theory on conflict management where team members with high self-efficacy are believed to see a conflict as just another task which he or she will most likely try to resolve and manage when looked at this model and the reality of women we can say if women are given the opportunity, they do more better in conflict management as majority of women have self-confidence. On the contrary, individuals that doesn't have that confidence will instead try to avoid the conflict since they according to Eizen and al. (2005) doesn't believe themselves having the skills necessary. Moreover, Eizen and al. (2005) brings forward the social self-efficacy theory that is defined as an individual's belief in her or his capabilities to create and maintain social bonds cooperate with others and manage different types of interpersonal conflicts.

Eizen and al. (2005) has linked global self-efficacy and social self-efficacy to the five main conflict management patterns presented by Desivilya and al. (2005) in the two following hypotheses: 1 Global self-efficacy will be positively related to engaging patterns of conflict management, such as dominating, integrating and compromising, and negatively associated with passive patterns, such as obliging and avoiding. 2. „Social self-efficacy will be positively related to conflict management patterns that entail both engaging as well as constructive elements (integrating and compromising), negatively related to the avoidance pattern, and unrelated to the destructive-engaging (dominating) and constructive-avoiding conflict management modes (obliging). The current study also addressed the role of team related variable group identification in dealing with internal conflicts. (Eizen et al. 2005)

2.7. CONFLICT AT WORK

Kurtzberg and al (2005) brings forward that research has proved that there are three main types of conflicts. Conflicts based on the work process, how work is performed and obligation of team roles and responsibilities. The second form of conflict is the relationship-based conflict, where relationships and interaction between team members are the source. Finally, the third form is the task-based conflict where disagreements about the work task itself causes the issue. Kurtzberg and al. (2005) claims that there is a linear correlation between team performance and task-based conflicts, research has pointed out that in some

cases task-based conflicts can actually be beneficial. Moreover Kurtzberg et al. (2005) expresses that process-based and relationship-based conflicts only can have negative effects on team performance. The positive contribution through task-based conflicts is according to Kurtzberg et al. (2005), the promotion and unveiling of different perspectives which could stimulate innovation and creative thinking. The possible negative effects of a conflict are thus always a threat, according to Kurtzberg et al. (2005), psychological affects and team member relationships are at all times very vulnerable. Kurtzberg et al. (2005) argues that „it is tremendously difficult for individuals to remain objective about a situation when they feel that others are disagreeing, or even disapproving, of their point of view.

Ohbuchi and al. (2003), has a different perspective on conflicts and brings forward a different categorization. The first conflict form is called “conflict of interest” and concerns issues between people and their interests. “Cognitive conflict” is the second form which arises through people having different views on things. The third and last form is called “value conflict” and occurs through disagreements concerning different values or expectations. Conflict issues brought forward by (Ohbuchi and al, 2003).

2.8. APPROACHES IN CONFLICT MANAGEMENT

Conflict Management patterns are often according to Desivilya and al (2005) related to a dual concern model divided into concern for self and concern for others. Also, different conflict management approaches are based on these two motives, some focusing more on concern for self or concern for others. From these motives Desivilya and al (2005) brings forward five main conflict management patterns: Dominating - „High concern for self and low concern for the other“ Obliging - „Low concern for self and high concern for the other“ Avoiding - „Low concern for self and low concern for the other“ Integrating - „High concern for self and high concern for the other“ Compromising - „Moderate concern for self and moderate concern for the other(Desivilya and al.2005)

Moreover, Desivilya and al, (2005) stresses that project team members more often choose to use a passive approach. To passive strategies counts obliging and avoiding while integrating, compromising and dominating belongs is seen as an active strategy. In comparison with Desivilya et al. (2005). Hughes, Ginnett and Curphy (2009) have chosen to look at conflict management approaches from a slightly different perspective.

They claim that conflict resolution can be divided into two independent dimensions, cooperativeness/uncooperativeness and assertiveness/unassertiveness. From this point of view Hughes, Ginnett and Curphy (2009), have described five common approaches to managing

conflict: Competition reflects a desire to achieve one's own ends at the expense of someone else. This is domination, also known as a win-lose orientation. Accommodation reflects a mirror image of competition, entirely giving in to someone else concerns without making any effort to achieve one's own ends. This is a tactic of appeasement. Sharing is an approach that represents a compromise between domination and appeasement. Both parties give up something, yet both parties get something. Both parties are moderately, but incompletely, satisfied. Collaboration reflects an effort to fully satisfy both parties. This is a problem-solving approach that requires the integration of each party's concerns. Avoidance, involves indifference to the concerns of both parties. It reflects a withdrawal from or neglect of any party's interests. Hughes and Ginnett, (2009), suggests that instead of trying to find a superior approach, focus should instead be on determining when a certain approach is appropriate. It is also highlighted that each approach comes with diverse advantages and disadvantages. Hughes, Ginnett and Curphy (2009), bring forward the following guidelines for when to use a certain approach:

Competing when quick decisive action is vital on important issues where unpopular actions need implementing in issues vital to company welfare when you know you are right against people who take advantage of non-competitive behavior. Accommodating when you find you are wrong, when issues are more important to others than yourself. To build social credits for later issues, to minimize loss when you are outmatched and losing. Compromising, when goals are important but not worth the effort or potential disruption of more assertive modes, when opponents with equal power are committed to mutually exclusive goals, to achieve temporary settlements of complex issues, to arrive at expedient solutions under time pressure, as a backup when collaboration or competition is unsuccessful (Hughes, 2009).

In addition, it is important to collaborate when both sets of concerns are too important to be compromised. When your objective is to learn, merge insights from people with different perspectives as to gain commitment by incorporating concerns into a consensus. Work through feelings which have interfered with a relationship and avoiding when an issue is trivial or more important issues are pressing. Also, when you perceive no chance of satisfying your concerns when potential disruption outweighs the benefits of resolution let people cool down and regain perspective. Gathering information supersedes immediate decision when others can resolve the conflict more effectively, when issues seem tangential to or symptomatic of other issues. (Hughes, Ginnett & Curphy 2009).

2.8.1. Negotiation

According to Albert (1984), negotiation is the process whereby two or more parties, who are faced with a problem of conflict about some limited resources, attempt to agree on how best to solve the problem or resolve the conflict. In the same vein, negotiation can be viewed as any form of communication adopted with the aim of reaching a common ground and compromise. It is also any form of verbal communication, direct or indirect, whereby parties to a conflict of interest discuss, without resort to arbitration or other judicial processes, take a joint action to manage the dispute between them. Negotiation is a back and forth communication designed to reach agreement between parties that have both shared and opposed interests. In the process of negotiation both parties modify their demands to achieve a mutually acceptable compromise a process of adjusting both parties' views of their ideal outcome to an attainable outcome. Negotiation may be facilitated by a third party. He the third party helps, the conflict parties to reach a mutually satisfying agreement. Facilitation involves the use of techniques to improve the flow of information in a meeting between parties in disputes. Another aspect of negotiation is conciliation. It is the act of taking peace messages to and from parties in conflict. It seeks the promotion of attitudinal and behavioral changes that will build a positive relationship between parties in dispute (Kasali & Olaniyi, 2006).

2.8.2. Reconciliation

A process that attempts to transform intense or lingering malevolence among parties previously engaged in a conflict or dispute into feelings of acceptance and even forgiveness of past animosities or detrimental acts. Reconciliation refers to a process through which a disputing party seeks to establish structures and procedures capable of facilitating an enduring peace and mutual understanding with her old enemy in post conflict environment (Kasali, Olaniyi, Oyakhiromen & Durojaye 2006).

2.3. RESILIENT

The terms resiliency does not only imply ability to cope with traumatic difficulties but also to respond with flexibility under the pressures of everyday life. People who are resilient have the ability to move beyond being a survivor to being thrives. This ability to survive and even to transcend adversity is what is often referred to as resiliency. The word “resiliency” comes from the physical sciences. It means basically, “to bounce back”. This is a clear description of what resilient people are like. They are able to “bounce back” when they are

handed the hard realities of life Ramsey and Blieszner, (1999) Joseph (1994) described resilience as the individual's ability to adjust and adapt to the changes, demands, and disappointments that come up in the course of life. A resilient person is one who is able to succeed in the face of adversity and change, (Joseph, 1994).

Resilience has been used to describe persons who display courage and adaptability in the wake of life misfortune, (Wagnild, 1990). According to Rutter (1987), resilient is a buffering factor that protects individual from psychotic disorder and looked at resilient individual as possessing self-esteem and believe in one's own self efficacy, a repertoire of problem-solving skills and satisfying interpersonal relationships. Similarly, Richmond and Beardslee (1988), described resilient as self-confidence curiosity self-discipline and control over the environment. Druss and Douglas, (1988), described resilient individuals as having unusual courage and optimism in the face of death, illness and congenital disability. Individuals be in their own invincibility and focus on positive aspect their situation, kadner(1989), conceptualize resilient as an individual capacity to make a psychosocial come back in adversity and define resilient as compromise ego strength, social intimacy and resourcefulness. Most studies have suggested that resilient persons turn to manifest adaptive behaviour, especially in the area of social functioning, moral and somatic health.

Wagnild and Young, (1990), described resilient older women as been socially active and scoring mid to high on a measure of life satisfaction. The resilient person has also been defined as an individual who does not succumb to illness (Capland, 1990). Many agree that resilience developed over time and that early childhood experiences such as close confiding relationships (Beardslee, 1989), role models who advocated exuberance and self-reliance are Druss and Douglass, (1988), and effective family function contributes to later development of resilience, Richmon and Bearslee (1988). The mechanism by which resilience facilitate adaptation has been described as the ability to identify what is stressful, appraise realistically one's capacity for action and problem solve effectively (Bearslee, 1989). Repeated mastery instead of stressors enables individual to confront new experience with a sense of competence rather than fear and ineptitude and build resilience (Capland, 1990, Druss & Douglass, 1988)

Resilience as a personality characteristic that moderates the negative effects of stress and promotes adaptation has been a topic of research for a number of years. Frequently, the quality of resilience is attributed to individuals who, in the face of overwhelming adversity, are able to adapt and restore equilibrium to their lives and avoid the potentially deleterious effects of stress (Caplan, 1990; Rutter, 1985).

Furthermore, resilience is a scientific term that applies to materials that have the capacity to return to their original shape after being bent or stretched. Over time, however, the term got to be applied to people as well – people who have the ability to recover readily from illness, depression, defeat, or other kinds of adversity. Gantner (2012), Gender is pivotal in this analysis because women go through a lot of similar situation such as break up or coping after such situation and because the wider social environments are clearly gendered. Vulnerability and resilience are shaped by gender in various and complex ways. People who suffer marginalization and discrimination are most vulnerable to their negative impact. For many women, resilience is an instrumental strength. Both women and men need resilience to deal with difficulties in life. But women often need to be more resilient than men to overcome traditional obstacles placed in their way in order to advance in the business world. Too many women, however, are not aware of the amount of resilience they do possess. However, when you know your capacity for resilience, it gives you the confidence to deal with whatever life throws at you. Being resilient helps you cope in various ways, be they personal, professional, or social (Gantner, 2012).

Women face a variety of advantages and adversities in their lives. They go on realizing a strong investment and positive orientation toward life regardless of the challenges and losses they experience, particularly in difficult times, such as the one produced by Covid-19. They face common challenges, and there is potential to work with them collectively and to lessen their vulnerability (UN women, 2020). If they see a need, they respond. Women can name their experiences, reactions, advantage, and adversity. This means that women are resilient. When are they resilient? Women are faced with many challenges and changes in their lives, such as conflict childhood, unhappy marriages, physical illnesses, and the loss of their husbands, to name just a few examples. At present, they make great efforts in order to protect their communities, organizations in the face of the conflicts and threats amongst workers. In addition, other political, economic, and social factors impact women. These impacts could not be ignored. For this reason, it is pivotal that women could share their experiences and stories that they are listened (Beardslee, 1989)

According to Browne (2014), a conflict resilient workplace is one where strong communications and relationships underpin the conflict management system. It is one that integrates strong diagnosis with appropriate decision making about the best response ('is this best managed through adjudication by a third party, or can we resolve this better through mediation, a courageous conversation or facilitation?'). A conflict resilient workplace does not rely solely on informal dispute processes, but emphasizes positive relationships and strong

communication so that conflict is managed early, at the lowest possible level, and with the most appropriate response. Conflict resilient workplaces share four features: Promote, they are proactive in building a culture of communication. Prevent, they stop things going wrong. Respond, they Respond Quickly and appropriately when things do go wrong. Comply; they comply with relevant guidelines, rules, regulations and address principles of natural justice and procedural fairness. This guide uses terms such as grievance, conflict and dispute. However, different organizations might use the terms in different ways (Tennant & Hurry, 1984).

2.3.1. Types of resilience

McGonagall (2015) described four types of resilience. In relating these descriptions, she said that people who practice these behaviors regularly live longer than those who don't. This is same with work life, here are the types:

- Physical resilience- you are physically resilient if you don't sit still longer than an hour at a time. You keep moving, especially when you don't feel like it., but as I age, the temptation to sit on the couch or to nurse a pain by not moving is high. A physically resilient person works out the kinks and makes physical activity a priority.
- Mental resilience- you are mentally resilient if you test your brain. Do puzzles. Play board games. Try new hobbies. Read new books. Stay engaged in work. Grow a garden. In short, mentally resilient folks stay challenged.
- Emotional resilience-you are emotionally resilient if you engage in regular reflection on things beautiful, fanciful, and visionary. Emotional resilience exercises our capability to imagine, dream, plan and create. It fortifies the soul. Emotional resilience allows us to find positive things even when circumstances stay grim.
- Social resilience. When you stay in touch with others socially, you are being socially resilient. Hugs and handshakes stimulate the brain. Having a friend who you look forward to visiting with and taking the initiative to stay engaged is social resilience.

2.3.2. Barriers to women resilience

The ability of young women to champion resilience is, however, limited by the marginalization of youth in general from African peace and governance processes and by the lack of sufficient investment in youth education. These contribute to a longer-term problem for young women, because they are not expected to become engaged in conflict resilience, particularly as leaders. This kind of structural inequity prevents young women from

championing resilience to conflict in other ways too. Firstly, societal expectations for young men and young women in Africa diverge once they transition from childhood to adulthood. This moment is often the point at which the world expands for boys and contracts for girls. Cultural restrictions such as marriage prospects dictate the future for many young women while young men conversely start to enjoy increased autonomy and social mobility. The second structural challenge is that young women are typically labeled as victims in conflict situations, rather than actors with the ability to protect and rebuild their communities. As a result, priority is not given to the potential role of young women in ending conflicts, for example as mediators, (UN women, 2017).

2.3.3. Women and Resilience

Women face a variety of advantages and adversities in their lives. They go on realizing a strong investment in and positive orientation toward life regardless of the challenges and losses they experience, particularly in difficult times such as interpersonal conflict at work. They face common challenges, and there is potential to work with them collectively and to lessen their vulnerability. If they see a need, they respond. Women can name their experiences, reactions, advantage, and adversity, (UN women, 2017). This means that women are resilient. Women are faced with many challenges and changes in their lives, such as conflict childhood, unhappy marriages, physical illnesses, and the loss of their husbands, to name just a few examples. At present, they make great efforts in order to protect their organizations or companies when faced with threat like conflict. In addition, other political, economic, and social factors impact women. These impacts could not be ignored. For this reason, they become resilient and could share their experiences and stories which can help in managing conflict(Gantner, 2012).

Many women who are survivors of sexual abuse or assault are very resilient. If they have an environment that contains them, they are more likely to recover from this traumatic experience with profound effects on their lives. They have a sense of hope, the ability to turn a disadvantage into an advantage and transcend adversities in their lives. These facts affect women and men differently according to the particular gender roles and relations within a specific community. Other aspects of identity make individual women's experiences vary markedly from others. In many countries of the world, women are more likely to be numbered amongst the poor, landless, and malnourished, and these existing vulnerabilities are enhanced when traumatic events happen. They could see their strengths in painful experiences. In some cases, their faith adds meaning to life. Besides, if they share their experiences of challenge

and adversity, they will be empowered to go on and be an example to other women who face the same traumatic experiences. Optimism, independence, and the ability to overcome obstacles are characteristics of resilient women who consider and acknowledge life as a series of challenges. They also express the belief that one should make plans and not wait for something to happen.

This behavior helps them in difficult times and fosters the belief that they could take care of themselves. Positive or negative events that occur at a particular time in the individual's life can affect resilience development. In the case of girls, if they were resilient in this stage of their lives, they are resilient in their adulthood. The early years of life comprise the beginning of the accumulation of advantage and adversity. From this perspective, persons who overcome adversity early in life attain confidence and self-efficacy from that experience; thus, they accumulate resources that would be available in the event of a subsequent challenge. In some cases, young girls are particularly vulnerable to being withdrawn from education to assist with the workload, forced child marriages, and trafficking. The recollection of their experiences reflects their ability to adapt from childhood and influences their longitudinal adaptive coping process. There is recognition of support within their childhood contexts that enabled them to survive, as well as recognition for the individual characteristics they possessed. Understanding these internal characteristics gave them the confidence to find coping strategies as a child but also as an adult. Women find their own ways of facing adversity, often by being open to risk-taking, creative problem-solving, or joining other women in mutual support, (Gantner, 2012).

As it was said, women are the backbone of resilient organization and companies, as they themselves are resilient and teach their societies or organizations how to face serious challenges. Even in the midst of chaos, women have a powerful voice, and they seek to make their societies more peaceful and resilient. It is important to apply a feminist lens to the women's peace and security agenda, considering that women are key actors in building resilient democratic societies. Therefore, their rights and voices need to be kept alive and intact. During these uncertain and difficult times, it is pivotal to turn to women leaders from around the world for inspiration. They have forged peace when ravaged by war; they have driven innovation despite all odds; and they persisted in the face of challenges and insisted on building a better future. Their messages are perseverance, hope, resilience, strength, fight against discrimination, not giving up, and being together (Hamilton, 2020).

2.3.4.Characteristics of resilience

Resilient people have been described as able to manipulate and shape their environment, to deal with life pressures successfully, and to comply with its demands. They are able to adapt quickly to new situations, perceive clearly what is occurring, communicate freely, act flexibly, and view themselves in a positive way. Compared to vulnerable people, they are able to tolerate frustration, handle anxiety, and ask for help when they need it (Rhodes & Brown, 1991). Hetherington and Blechman (1996), claimed that resilient individuals demonstrated more than adequate adaptation when facing difficulty, they did not simply avoid risk and negative outcomes. Resiliency has also been defined as the capacity to bounce back or recover from a disappointment, obstacle, or setback (Dugan & Coles, 1989). Werner and Smith's, (1982) definition of resiliency as the capacity to cope effectively with the internal stress of their vulnerabilities and external stresses such as illness, major losses, and dissolution of the family. Rutter (1979) views resilience as seen in "those individuals who overcome adversity, who survive stress, and who rise above disadvantage (cited in Dugan & Coles, 1989, p. 112).

In addition, Levy and Wall, (2000) claimed that resilience is characterized in three ways: (a) coping efforts to restore or maintain internal or external equilibrium under significant threat, (b) recovery in the face of trauma, and, (c) the presence of protective factors that moderate the relationship between stress, risk, coping, and competence. Resiliency implies that while an individual may be affected by harmful circumstances in their lives, they continue to grow and even to thrive despite those adversities or situations. While suffering hardships in the early years of life and having to endure pain, many persons have fostered a breeding ground for strength and courage. Resilient persons have the ability to bounce back, to withstand hardships, and to repair their broken selves (Wolin & Wolin, 1993).

However, resilience can be built. Resilience is not a genetic trait. It is derived from the ways that people learn to think and act when faced with obstacles large and small. Resilience can be developed so as to "emerge from challenging experiences with a positive sense. It's a skill that takes practice. "Resilience works like a muscle we can build through effort and repetition, and we want to keep our muscles strong and flexible so we can think of many ways to solve a problem, (Alvord, 2013). Here are five strategies, recommended for resilience building. Set brave goals, a big part of developing resilience involves being able to identify personal goals, and then being able to tolerate the discomfort that's creating resistance toward that goal. Learning from failure is paramount to becoming a resilient person, failure, setbacks, and disappointment are an expected and honored part of learning, encourage responsible risks,

in order to build resilience, it is advisable to take well calculated risk. Label difficult emotions recognizing and naming emotions, write and talk about setbacks (Alvord,2013).

2.4. GENDER PERSPECTIVE FOR CONFLICT MANAGEMENT

The concept that all human beings are free to develop their personal abilities and make choices without the limitations set by strict gender roles; that the different aspirations and needs of women and men are considered, valued and favoured equally (Holzner, Neuhold, & Weiss-Gänger,2010). It means being equal, visibility, empowerment and participation. It is also a set of attitude, actions and assumption. It is also a range of physical, biological and behavioural, (Igwe 2014). Few topics have sparked as much interest, not only among scientists but also among politicians and the general public, as the topic of sex differences. In what specific psychological qualities and behaviors do women differ from men (Hyde, 2007, 2014) and how can such differences be explained (Eagly & Wood, 2013). These issues are important because a thorough understanding of them would inform business practices and political debates executives; and because they concern key decisions that people make in their private lives (e.g., about the qualities they look for in a mate or the level of income they seek, (Zentner & Mitura, 2012). In a research by Wallace (2017), conversations with women across the country via email, he says several examples of how women are asserting their power after the wave of sexual harassment allegations that have rocked media, Hollywood, politics, and many other industries. this show how resilient women can be (Wallace,2017).

In general, women occupy lower-level positions in conflict management and peacekeeping arena. According to Beilstein (1995), professional women and female organizational officers are largely absent from conflict management position and senior peacekeeping management levels. The percentage of women professionals assigned to UN peacekeeping missions varies significantly, with most women participating in civilian missions. A general pattern has emerged, whereby peacekeeping missions with multipurpose mandates have allowed women to make a more meaningful contribution in the management and resolution of conflicts (Beilstein, 1995).

According to Kemi (2000), there is a lively debate regarding the effective integration of the gender issue into the focus of conflict management initiatives by responsible organizations, such as the UN, as well as other regional and sub-regional organizations. With regard to conflict intervention, some feel the need to propel the role of women into mechanisms in order to address conflicts. The argument highlights the fact that women bear the greatest burden of social ills during and after conflict. In addition, women are only

considered at the bottom of the social ladder during times of peace (Sowa, 2000). The paradigm shift in strategies to focus on conflict management has meant that a new capacity has had to be built to reflect the new change in focus. Looking specifically at Africa, the call to build regional and sub-regional capacity is more pertinent, as there has been increased activity to relieve the burden of the UN. The issue that keeps cropping up is the extent to which women have been speedily and effectively included as part of these capacity building initiatives, (Sowa, 2000). There seems to be more concentration on military capacity building associated with conflict management. Due to the changed nature of conflict management as represented by preventive diplomacy, peacemaking, and peace The UN secretary-general recommended to the General Assembly a target of 50% women in UN field missions. Although this was a positive development, the organization has little or no control over the selection and allocation of women into peacekeeping troops and conflict management in organization, (Olsson, 1999).

CHAPTER 3 : REFERENCE THEORY OF THE STUDY

Conflict management, resilience and gender has made subject in many disciplines and institutions. Many researchers have carried out studies on the same top but what differentiates them from each other, is the theoretical framework. In this chapter, we chose to work with conflict management and resilience theories which permit the explanation of the resilience role of women in conflict management.

3.1. THE THEORY OF CONFLICT MANAGEMENT BY RAHIM AND BONOMA (1979)

Rahim and Bonoma (1979), differentiated the styles of handling conflict on two basic dimensions: concern for self and concern for others. The first dimension explains the degree (high or low) to which a person attempts to satisfy his or her own concern. The second dimension explains the degree (high or low) to which a person attempts to satisfy the concern of others. It should be pointed out that these dimensions portray the motivational orientations of a given individual during conflict. Ruble and Thomas (1976), Van de Vliert and Kabanoff (1990), yielded general supported for these dimensions. Combination of the two dimensions results in five specific styles of handling interpersonal conflict.

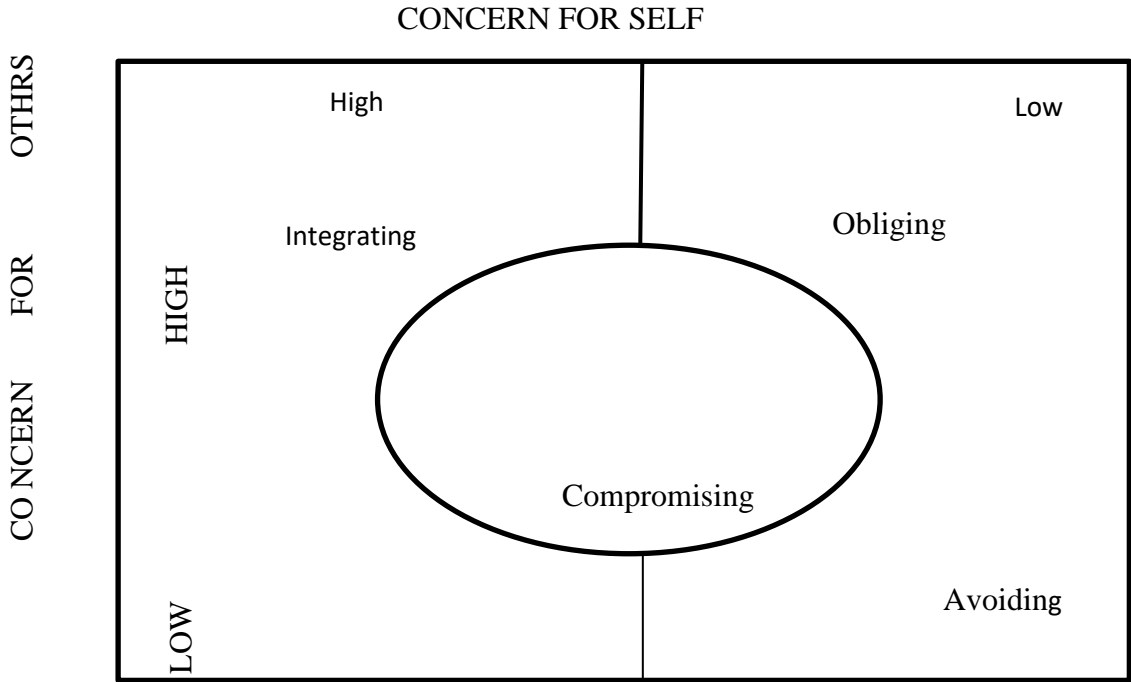


Figure 1: The Dual Concern Model of the Styles of Handling Interpersonal Conflict (Rahim and Bonoma, 1979)

Management scholars now agree that there is no one best approaches to make decisions, to lead, and to motivate. The contingency approach (also called situational approach), which is the hallmark of contemporary management, has replaced the simplistic "one best" approach. Consider, for example, the decision theory of leadership, which states that each of the five leadership styles (1 = Autocratic . . . 5 = Participative) is appropriate depending on the situations. The theory considers two situations: the quality of the decision (that is, the extent to which it will affect important group processes) and acceptance of the decision (the degree of commitment of employees needed for its implementation). The theory suggests that when the decision quality and acceptance are both low, the leader should use autocratic style. On the contrary, if the decision quality and acceptance are both high, the leaders should use participative style. Therefore, it appears that effective leadership depends upon matching leadership styles with situations. Failure to match these two variables will lead to ineffective leadership (Rahim and Bonoma, 1979)

Taking lead from the contingency approach, it is possible to develop a contingency theory of conflict management. For example, in a conflict situation characterized by low decision quality and acceptance, the dominating style may be justified. In the reverse condition (high decision quality and high decision acceptance), using the integrating style is the most appropriate to use. The strategies of conflict management presented are consistent with the contemporary leadership theories in organizations: Fiedler's (1967) contingency theory of leadership, House's (1971) path-goal theory of leadership, and Vroom and Yetton's (1973) decision theory of leadership. According to these theories, there is no one best style for dealing with different situations effectively. Whether a particular leadership style is appropriate (or inappropriate), depends on situation(s). The theory of conflict management presented above is flexible in terms of the situations or factors to be considered in selecting and making use of a conflict style. A style is considered appropriate for a conflict situation if its use leads to effective formulation and/or solution to a problem.

Although some behavioral scientists suggest that integrating or problem-solving style is most appropriate for managing conflict (Blake & Mouton, 1964; Likert,1976). It has been indicated by others that, for conflicts to be managed functionally, one style may be more appropriate than another depending upon the situation (Rahim, 2001; Thomas, 1977). In general, integrating and to some extent compromising styles are appropriate for dealing with the strategic issues. The remaining styles can be used to deal with tactical or day-to-day problems. A summary of the styles of handling interpersonal conflict and the situations in

which these are appropriate have been presented in Table 1. Integrating (high concern for self and others) style is associated with problem solving, that is, the diagnosis of and intervention in the right problems. The use of this style involves openness, exchanging information, looking for alternatives, and examination of differences to reach an effective solution acceptable to both parties (Rahim & Bonoma, 1979).

This is useful for effectively dealing with complex problems. When one party alone cannot solve the problem—that is, when synthesis of ideas is needed to come up with better solution to a problem, this style is appropriate. It is also useful in utilizing the skills, information, and other resources possessed by different parties to define or redefine a problem and to formulate effective alternative solutions for it, and/or commitment is needed from parties for effective implementation of a solution. This can be done provided that there is enough time for problem solving. Lawrence and Lorsch (1967), found this mode (style) to be more effective than others in attaining integration of the activities of different subsystems in an organization. Pruitt and Carnevale (1993) provided some evidence from laboratory studies that problem solving style is the best in managing social conflict. This style is appropriate for dealing with the strategic issues pertaining to an organization's objectives and policies, long-range planning, etc.

Obliging (low concern for self and high concern for others) style is associated with attempting to play down the differences and emphasizing commonalities to satisfy the concern of the other party. An obliging person neglects his or her own concern to satisfy the concern of the other party.

Table 2: Styles of Handling Interpersonal Conflict and the Situations

Conflict style	Situations where appropriate	Situations where inappropriate
Integrating	<ol style="list-style-type: none"> 1. Issues are complex 2. Synthesis of ideas is needed to Come up with better solutions. 3. Commitment is needed from other Parties for successful 4. Time is available for problem solving. 5. One party alone cannot solve the problem. 6. Resources possessed by different parties are needed to solve their common problems. 	<ol style="list-style-type: none"> 1. Task or problem is simple. 2. Immediate decision is required 3. Other parties are unconcerned about the outcome. 4. Other parties do not have Problem-solving skills.
Obliging	<ol style="list-style-type: none"> 1. You believe that you may be wrong 2. . Issue is more important to the other party 3. . You are willing to give up something in exchange for something from the other party in the future. 4. You are dealing from a position of 	<ol style="list-style-type: none"> 1. Issue is important to you 2. You believe that you are right. 3. The other party is wrong or Unethical.

	<p>weakness.</p> <p>5. Preserving relationship is important</p>	
Dominating	<p>1. Issue is trivial.</p> <p>2. Speedy decision is needed.</p> <p>3. Unpopular course of action is implemented</p> <p>4. Necessary to overcome assertive subordinates.</p> <p>5. Unfavorable decision by the other party may be costly to you.</p> <p>6. Subordinates lack expertise to make technical decisions.</p> <p>7. Issue is important to you.</p>	<p>1. Issue is complex</p> <p>2. Issue is not important to you</p> <p>3. Both parties are equally powerful</p> <p>4. Decision does not have to be made quickly.</p> <p>5. Subordinates possess high degree of competence.</p>
Avoiding	<p>1. Issue is trivial.</p> <p>2. Potential dysfunctional effect of confronting the other party outweighs benefits of resolution.</p> <p>3. Cooling off period is needed.</p>	<p>1. Issue is important to you</p> <p>2. It is your responsibility to make decision.</p> <p>3. Parties are unwilling to defer, issue must be resolved.</p> <p>4. Prompt attention is needed.</p>
Compromising	<p>1. Goals of parties are mutually exclusive.</p>	<p>1. One party is more powerful. 2. 2. Problem is</p>

	<p>2. Parties are equally powerful.</p> <p>3. Consensus cannot be reached.</p> <p>4. Integrating or dominating style is not successful.</p> <p>5. Temporary solution to a complex problem is needed.</p>	<p>complex enough</p> <p>needing problem-solving approach.</p>
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This style is useful when a party is not familiar with the issues involved in a conflict or the other party is right and the issue is much more important to the other party. This style may be used as a strategy when a party is willing to give up something with the hope of getting some benefit from the other party when needed. This style may be appropriate when a party is dealing from a position of weakness or believes that preserving relationship is important. This style is inappropriate if the issue involved in a conflict is important to the party and the party believes that he or she is right. It is also inappropriate when a party believes that the other party is wrong or unethical.

Dominating (high concern for self and low concern for others) style has been identified with win-lose orientation or with forcing behavior to win one's position. A dominating or competing person goes all out to win his or her objective and, as a result, often ignores the needs and expectations of the other party. This style is appropriate when the issues involved in a conflict are important to the party or an unfavorable decision by the other party may be harmful to this party. A supervisor may use this style if the issues involve routine matters or speedy decision is required. A supervisor may have to use it to deal with subordinates who are very assertive or they do not have expertise to make technical decisions. This is also effective in dealing with the implementation of unpopular courses of action.

This style is inappropriate when the issues involved in conflict are complex and there is enough time to make a good decision. When both parties are equally powerful, using this style by one or both parties may lead to stalemate. Unless they change their styles, they may not be able to break the deadlock. This style is inappropriate when the issues are not important to the

party. Subordinates, who possess high degree of competence, may not like a supervisor who uses this authoritarian style.

Avoiding (low concern for self and others) style has been associated with withdrawal, buck passing, or sidestepping situations. An avoiding person fails to satisfy his or her own concern as well as the concern of the other party. This style may be used when the potential dysfunctional effect of confronting the other party outweighs the benefits of the resolution of conflict. This may be used to deal with some trivial or minor issues or a cooling off period is needed before a complex problem can be effectively dealt with. This style is inappropriate when the issues are important to a party. This style is also inappropriate when it is the responsibility of the party to make decisions, when the parties are unwilling to wait, or when prompt action is required.

Compromising (intermediate in concern for self and others) style involves give-and-take whereby both parties give up something to make a mutually acceptable decision. This style is useful when the goals of the conflicting parties are mutually exclusive or when both parties, e.g., labor and management, are equally powerful and have reached an impasse in their negotiation process. This can be used when consensus cannot be reached, the parties need a temporary solution to a complex problem, or other styles have been used and found to be ineffective in dealing with the issues effectively. This style seems most useful for avoiding protracted conflict. This style is inappropriate for dealing with complex problems needing problem-solving approach. Unfortunately, very often management practitioners use this style to deal with complex problems, and, as a result, fail to identify real problems and formulate effective solutions to these problems. This style may be inappropriate if a party is more powerful than another and believes that his or her position is right.

It has been suggested Prein and Thomas (1976), that further insights into the five styles of handling interpersonal conflict may be obtained by organizing them according to the integrative and distributive dimensions of labor-management bargaining suggested by Walton and McCredie (1965). Follett's (1926/1940) conceptualization is the forerunner of Walton and McCredie's (1965) distinction between these dimensions.

The integrative dimension-Integrating style minus Avoiding style-represents a party's concern (high/low) for self and others. The distributive dimension-Dominating style minus obliging style-represents a party's concern (high-low) for self or others. These two dimensions represent the problem solving and bargaining styles for handling conflict, respectively. A

problem solving style represents a party's pursuit of own and others' concerns, whereas the bargaining style represents a party's pursuit of own or others' concerns. A High-High use of the problem solving style indicates attempts to increase the satisfaction of concerns of both parties by finding unique solutions to the problems acceptable to them. A Low-Low use of this style indicates reduction of satisfaction of the concerns of both parties as a result of their failure to confront and solve their problems. A High-Low use of the bargaining style indicates attempts to obtain high satisfaction of concerns of self and providing low satisfaction of concerns of others. A Low-High use of this style indicates attempts to obtain the opposite. Compromising is the point of intersection of the two dimensions, that is, a middle ground position where a party has an intermediate level of concerns for own and others.

The problem-solving dimension is appropriate for managing strategic conflict for enhancing double-loop organizational learning and effectiveness. The bargaining dimension is appropriate for managing tactical or routine day-to-day conflict. This approach to conflict management will maintain single-loop learning. To summarize, the design for conflict management discussed above suggests that effective management of conflict involves the following processes:

1. A moderate amount of substantive conflict should be attained and maintained for non-routine tasks.
2. Affective conflict should be minimized.
3. Organizational members should learn to select and use each of the five styles of handling conflict depending on the nature of the situations.

Managing Conflict Process

The management of organizational conflict involves the processes of diagnosis of and intervention in conflict. Diagnosis provides the basis for intervention.

Diagnosis

As discussed before, the first step in the problem solving process is problem recognition, which involves problem sensing, and problem formulation. The field of management has developed solutions to numerous problems, but it has neglected to investigate and develop the process of problem recognition. Problem finding or recognition requires appropriate diagnosis of the problems, a step which is neglected in many

contemporary organizations. As a result, very often interventions are recommended without proper understanding of the nature of the problem(s). This can lead to ineffective outcomes.

Identification or diagnosis of the problems of conflict in an organization must precede any intervention designed to manage the conflict. Several writers specifically suggested the need for the diagnosis of conflict through some formal and informal approaches (Brown, 1979; DuBrin, 1972; Rahim, 2001). Proper diagnosis of the causes and effects of different types of conflict in an organization is important because its underlying causes and effects may not be what they appear on the surface. We also need to know (a) whether an organization has too little, moderate, or too much affective and substantive conflict, and (b) whether the organizational members are appropriately selecting and using the five styles of handling conflict to deal with different situations properly. If an intervention is made without a proper diagnosis of conflict, then there is the probability that a change agent may try to solve a wrong problem. This may lead to Type III error. The management of organizational conflict involves a systematic diagnosis of the problems in order to minimize the Type III error.

The above discussion is consistent with the literature of organization development, which indicates that organizational diagnosis is essential for effective change program (French & Bell, 1999; Burke, 1994). The management researchers and practitioners have particularly neglected the diagnostic aspect of conflict management. A comprehensive diagnosis involves the measurement of conflict, its sources, and effectiveness, and analysis of relations among them.

Traditionally, the conflict resolution theorists emphasized the areas of agreement or commonality existing between conflicting entities by suppression or avoidance of the areas of disagreement. This probably encourages single-loop learning. Organizational development interventions, on the contrary, are designed to help the organizational participants to learn mainly the integrative or collaborative style of behavior through which to find the "real" causes of conflict and arrive at functional solutions. This approach is needed for encouraging double-loop learning. For example, Watkins and Golembiewski (1995) have suggested how organization development theory and practice might change to create collective learning. Organizational development strategies focused on learning are especially useful in managing strategic conflict where integrating style is more appropriate than other styles.

3.2. The resilience of theory Rutter (2006) and Garmezy (1992),

In 2006, Rutter defined resilience as, an interactive concept that is concerned with the combination of serious risk experiences and a relatively positive psychological outcome despite those experiences. Rutter (2006), believes that resilience is not at all related to the individual's psychological traits, rather he believes it to be the ability to adapt when given the right resources. He also believes that children can be resilient with some risk factors and therefore different risks and environmental factors can eventually result in the children showing resilience or lack of it in different situations.

In the same light, Garmezy (1992), who is a clinical psychologist and is known as the founder of research in Resilience. In his Resilience theory, says someone with great resilience is not necessarily someone who is extremely brave despite adversity, it is someone who is able to show functional adequacy despite the emotional turmoil. Garmezy (1992), defines resilience as not necessarily impervious to stress. Rather, resilience is designed to reflect the capacity for recovery and maintained adaptive behavior that may follow initial retreat or incapacity upon initiating a stressful event. He defined resilience as not necessarily impervious to stress, rather, resilience is designed to reflect the capacity of recovery and maintained adaptive behaviour that may follow initial retreat or incapacity upon initiating a stressful event. He very well made sure that resilient children are not in any kind of "hero" in front of the non-resilient children or who faces the stressful situation with retreat or despair. According to him, to be resilient one need to show functional adequacy despite an interfering emotionality, as a benchmark of resilient behaviour under stress, individual factors- temperament, positive responses to others and Cognitive skills familial factors family cohesion and warmth or concern for all the family members including grandparents and children. Support factors- Factors those are external to the family, those can be supportive teachers, a strong maternal substitute.

Furthermore, Werner (1990) defined resilience as, the capacity to cope effectively with the internal stresses of their vulnerabilities and external stresses". In simple meaning, she described resilience as those children who "worked well, played well, loved well, and expected well." Werner had an ecological view of resilience that focused on the protective factors of the child, those can be dispositional attributes of the individual, affection ties in family and external support system. Werner believed the more stressful situation will be, the more protective factors will be required. Luthar (2000), defined resilience as a dynamic

process encompassing positive adaptation with the context of significant adversity. According to her, two significant things are important for one to be resilient and those are- exposures to the significant stress and the achievement of positive adaptation. According to Luthar, there are three types of protective factors and those are-.Protective-stabilizing (despite the increasing risk, attribute gives stability to competence) Protective-enhancing (engaging stress and increasing confidence within self), Protective but reactive (general advantages but not with high-stress levels).

Furthermore, Masten (2011), described resilience as the capacity of a dynamic system to adapt to disturbances that threaten system function, viability, or development. Masten believed that for a child to be resilient he must have positive adaptation and the presence of conditions that threaten to disrupt positive adaptation. According to her positive adaptation refers to meeting developmental tasks and fundamental human adaptation systems (attachment relationships and parenting, self-regulatory systems for emotion). The resilience theory in social work is based on promoting the competence of children and improving their health and also helping them to overcome the obstacles and negative situations or life-stressors and boosting their ability to grow and survive. The resilience theory was developed by Garmezy, also known as the founder of research in resilience.

There is a positive relationship between resilience and positive psychology and they both are subjects of social psychology. When we are happy and positive then it is more likely that we are able to adapt in the situation easily wouldn't be stressed out easily. They both are applied fields of study which means that they can be used in everyday life and can make some differences in society. Character Strengths and Resilience: Our strengths help us in being able to adapt the difficult situations in life, these can be taken as the protective factors against stressful situations and help us in coping with these difficulties. If a person is happy, he can be more adaptive and elaborative in his own thoughts which ultimately lead to an individual being more resilient and therefore it has a positive relationship (Rutter, 2006).

A person who has good resilience is said to be able of coping with negative emotions and situations. And a person who is supposed to be good in an organization should have a personality with optimism and hope and a person who has resilience is likely to have good organizational behaviour. A person who has good resilience is said to be able of coping with negative emotions and situations. And a person who is supposed to be good in an organization should have a personality with optimism and hope and a person who has resilience is likely to

have good organizational behaviour. In the same a person who has good resilience can easily relate with other and manages conflict well in organization, (Rutter, 2006).

3.3. HILL'S ABCX FAMILY RESILIENCE THEORY (1949).

Undoubtedly, Hill's 1949 formulation of how stressors impact on families, known as the ABCX Model, laid the foundation for all subsequent family stress research and family resilience models (Burr, 1973/1982; McCubbin & Patterson, 1982). The model was slightly modified by Hill in 1958, but has remained essentially unchanged since then. Although other, more sophisticated models have been evolved since then (notably by McCubbin and colleagues), Hill's model remains the prototype and is presented in some detail here in order to clarify the evolution of later models. The model, slightly adapted from Burr (1973/1982), is illustrated in Hill (1958) describes the model briefly (in Burr, 1973/1982):

- A (the event) – interacting with B (the family's crisis-meeting resources) – interacting with C (the definition the family makes of the event) – produces X (the crisis).

The second and third determinants – the family resources and definition of the event – lie within the family itself and must be seen in terms of the family's structures and values. The hardships of the event, which go to make up the first determinant, lies outside the family and are an attribute of the event itself.

- The stressor (a)

The A factor in Hill's model, the stressor, can be defined as “a life event (death, purchase of a home, parenthood) impacting upon the family unit which produces, or has the potential of producing, change in the family social system” (McCubbin & Patterson, 1983b, p. 7). According to Hill, there are four main categories of stressors (McCubbin & Patterson, 1983b, p. 7),

- ✓ Accession – changed family structure by adding a member (birth of a child)
- ✓ Dismemberment – changed family structure by losing a member (child's death)
- ✓ Loss of family morale and unity (eg alcoholism, substance abuse)
- ✓ Changed structure and morale (desertion, divorce).

- Family crisis (X)

In 1949, Hill defined a crisis as “any sharp or decisive change for which old patterns are inadequate” (Burr, 1973/1982, pp. 5-6). Crisis in family literature is most often conceived

of as a disruption in the routine or rhythm of a family, that is, a disruption of the family's homeostasis. The greater the disruption, the greater the degree of crisis, hence X can refer to the amount of crisis. McCubbin and Patterson (1983b) state: Crisis is characterized by the family's inability to restore stability and the constant pressure to make changes in the family structure and patterns of interaction. In other words, stress may never reach crisis proportions if the family is able to use existing resources and define the situation so as to resist change within the family system. The power of a stressor event (A) to cause a large degree of crisis in a family system (X) is mediated by the family's crisis-meeting resources (B), the family's definition of the stressor (C) and the amount of change required by the stressor.

➤ **RESOURCES (B)**

The B factor in the ABCX model refers to the crisis-meeting resources at the family's disposal. Resources refer to the family's ability to prevent a stressor event or transition in the family from creating a crisis (McCubbin & Patterson, 1982; 1983b). Resources, then, refer to the capacity of a family to resist the development of a crisis in the face of stress. Burr (1973/1982, p. 8), following on from Hansen (1965) who worked with Hill on later developments of the ABCX model, indicates that the B factor can also be called 'vulnerability'. Although this term is more pathogenic in orientation, it is important in that it is incorporated as a separate component into later family resilience models.

➤ **FAMILY DEFINITION (C)**

The C factor refers to the family's definition of the stressor event and the changes that the stressor requires of the family. Hill (in Burr, 1973/1982, p. 8) indicates that there are three types of definitions: (1) definitions formulated by an impartial observer, (2) definitions formulated by the community or society within which the family lives, and (3) subjective definitions formulated by the family itself. Hill argues that the family's own subjective definitions are the most important for influencing their response to a crisis. Burr (*ibid.*, p. 9) proposes that the C factor does not act directly on the X factor, but rather that it influences the degree of vulnerability in the family (or the resources at the family's disposal), as illustrated in Figure 3.1.

According to Burr (1982), in Hill's original formulation of the ABCX model there was another component which was not included in later formulations, via the hardships of the event. Hill (1949), operationalized this by counting the number of changes required by the stressor; hence Burr refers to this as the "amount of change". Burr (1949) states, the amount

of change that occurs when a stressor event occurs in the family social system influences the amount of crisis that results from the event. In short, a stressor does not act directly on the family; rather, it is the perception of the event as mediated by internal and external contexts that determines whether the family will cope or fall into crisis (Black, 1993).

3.3.3. The contribution of hill's model

Hill's ABCX Model has made a number of significant contributions to the field of family stress and family resilience research:

- It undermines the linear and deterministic notion that stressors cause crisis, by introducing a number of mediating variables.
- It provides clinicians with hints on how to enhance the resilience of families, by identifying two sets of variables (resources and definitions) that are directly within the family's control.
- It empowers families who are subject to stressors over which they have no direct control (for example, war induced separations, death, natural disasters, birth, etc) to resist entering crisis.
- It provides a framework within which to classify the findings of later research, such as the research on family strengths (which form part of the B factor – crisis-meeting resources).
- It provided a foundational theoretical model that facilitated the development of later models.

This theory is important in this study as we can convert the family to organization and a good resilient person is not just limited to the family but is someone that manages conflict in an organization and also at the level of family, (Burr and McCubbin, 1982).

SECOND PART : OPERATING FRAMEWORK

This part of the work is structured in three chapters: the fourth chapter presents the methodological approach of the study, the fifth chapter is devoted to the presentation of the results, and finally the sixth chapter is devoted to the interpretation and discussion of the results.

CHAPTER 4 : RESEARCH METHODOLOGY

In this chapter, we will discuss the procedures and approach taken to collect and analyze the data from our survey. Thus, we will present the study's site, the participants, the different variables, the research plan, the hypothesis, the choice and development of data collection instrument, the administration of the questionnaire, the processing tool and finally difficulties encountered.

4.1. REMINDER OF THE RESEARCH OBJECTIVE

The general objective of this research is to find out the resilient role of women in conflict management in an organization.

4.2. RESEARCH DESIGN

The research design refers to the methodological strategy which depends on the context of study, will allow fairest and most advantageous interpretation of the result. In this sense, the study carried out adopts a confirmatory approach. To confirm this, our research hypotheses developed according to those have already been raised in the literature. In accordance with methodological approach, it was revealed in the previous chapters that the variables contained in this research are mostly covered by a rich and abundant literature.

As the study presented in this thesis follows a confirmatory approach, the estimate research that it will borrow, will be of the quantitative type. We have also chosen a quantitative analysis because it makes it possible to consider the generalization observations made on a large sample. According to Neuman (2011), the quantitative approach therefore makes it possible to understand, verify and confirm the link between several variables in order to lead to a more general understanding of the process. Moreover, the quantitative approach is generally use to test theories and explanatory model on which the literature is abundant and knowledge is stabilized. Along the same line, Amyotte (2002), summarizes the three main advantages of this approach. First the measurement of concept is objective and precise since the concepts studied must be operationalized. Then it possible to make comparison between the data collected and to generalize up to a certain point the results obtained from samples to a

complete population. Finally, we can derive some general tendencies of the results obtain by highlighting characteristics fundamentals of a particular phenomenon.

4.3. STUDY VARIABLES

Our study includes two types of variables: independent variable and dependent variable.

4.3.1. The independent variable (IV)

Myers and Hansen (2007), define the independent variable as a variable that the author manipulates voluntarily. Still called cause variable, it is said to be independent because it does not depend on any other variable. In the context of study, we have the “resilient” as an independent variable. According to the model of Friborg and al (2005), This variable was operationalized in six modalities;

- Perception of self
- Perception of future
- Structured style
- Social competence
- Work team cohesion
- Social resources

4.3.2. The dependent variable (DV)

Mvesssomba (2013), defines the dependent variable as the behavior that the researcher wants to study or measure. For this purpose, it is the behavior that reflects the action of the independent variable.

The dependent variable in our study refers to conflict management in an organization. This variable was measured according to the model Gaumer and Noonan (2018). This variable was operationalized in three modalities: Understand Natural Response, Understand Context and Apply Approach.

4.4. REMINDER OF HYPOTHESIS

Within the framework of this study, we formulated a general hypothesis which constitutes the master idea of the study and three operational hypotheses which indicate the direction of the relations between the variables.

4.4.1. General hypothesis

Resilience plays a significant role in conflict management. This fact is more important in women.

4.4.2. Specific hypotheses

H1: perception of self plays a significant role in conflict management This fact is more important in women.

H_{1a}: Perception of self increases understanding natural response. This fact is more important in women.

H_{1b}: Perception of self increases understanding context. This fact is more important in women.

H_{1c} : Perception of self-increases understanding context apply approach. This fact is more important in women.

H2: perception of future plays a significant role in conflict management. This fact is more important in women.

H_{2a}: Perception of future increases understanding natural response. This fact is more important in women.

H_{2b}: Perception of future increases understanding context. This fact is more important in women.

H_{2c} : Perception of future increases understanding context apply approach. This fact is more

H3: structured style plays a significant role in conflict management. This fact is more important in women.

H_{3a}: Structured style increases understanding natural response. This fact is more important in women.

H_{3b}: Structured style increases understanding context. This fact is more important in women.

H_{3c} : Structured style increases understanding context apply approach. This fact is more important in women.

H4: social competence plays a significant role in conflict management. This fact is more important in women.

H_{4a} : Social competence increases understanding natural response. This fact is more important in women.

H_{4b} : Social competence increases understanding context. This fact is more important in women.

H_{4c} : Social competence increases understanding context apply approach. This fact is more important in women.

H5: Work team cohesion plays a significant role in conflict management. This fact is more important in women.

H_{5a} : Work team cohesion increases understanding natural response. This fact is more important in women.

H_{5b} : Work team cohesion increases understanding context. This fact is more important in women.

H_{5c} : Work team cohesion increases understanding context apply approach. This fact is more important in women.

H6: Social resources play a significant role in conflict management. This fact is more important in women.

H_{6a} : Social resources increase understanding natural response. This fact is more important in women.

H_{6b} : Social resources increases understanding context. This fact is more important in women.

H_{6c} : Social resources increases understanding context apply approach. This fact is more important in women.

4.5. DATA COLLECTION TOOL

It will be a question here of presenting the methods and procedures used in the choice of the data collection tool for this study. It is about the choice, the justification of the collection instrument, its elaboration, the pre-test as well as its validation.

In psychology, as in all the social sciences, there are many tools for collecting data such as the questionnaire, the interview grid, the observation grid, etc. The choice of one instrument to the detriment of another is not made arbitrarily. It depends on the object and the type of study.

Widely used in social psychology and more specifically in quantitative studies, the questionnaire is the collection instrument that caught our attention in the context of this study.

Indeed, according to Delhomme and Meyer (2003), the questionnaire is a series of standardized questions in which the answers are for the most part constrained by a format of answers defined in advance (scales, choice between several alternatives, classifications, etc). Thus, it has advantages such as the anonymity of the participants, the speed of administration, the almost immediate access to the calculations, the possibility of touching a large number of subjects and of approaching several aspects at the same time and the ease of processing of the information collected.

4.5.1. Development of the questionnaire

As a reminder, the questionnaire used in this study aims to collect information or data from Cameroonian non-governmental organizational (NGO) workers in order to verify the resilient role of women in conflict management in an organization. This questionnaire is organized into three (03) parts or sections, namely: an introductory note for participants, socio-demographic factors and variable measurement scales (VI, VD).

4.5.1.1 The introductory note

It constitutes the first part of our questionnaire and is intended for participants. In the present study, it appears at the beginning of the tool and is worded as follows: "*The purpose of this questionnaire is to be used for research, the information you provide is confidential and cannot be distributed to your employer or to a third party without your prior permission. The information collected will only be used in an academic context and will be presented in*

an aggregate form. We ask you to answer all questions truthfully, so that the questionnaire is valid”.

- **Measuring instruments**

To measure the different variables, this study relied on existing measurement scales available in the literature with the use of Questionnaire

According to Friborg and al (2005) the undependable variable was operationalized in six modalities;

The table below interprets Resilience.

Dimensions	Example of items
• Perception of self	<ul style="list-style-type: none"> • When something unforeseen happens, I often feel bewildered. • I strongly believe in my abilities.
• Perception of future	<ul style="list-style-type: none"> • I know how to accomplish my future goals • My goals for the future are well thought
• Structured style	<ul style="list-style-type: none"> • I am good at organizing my time. • When I start a new project, I prefer to have a thorough plan..
• Social competence	<ul style="list-style-type: none"> • I easily laugh when I am with people. • I am good at meeting new people
• Work team cohesion	<ul style="list-style-type: none"> • I feel very happy with colleagues • Discuss professional issues with colleague.
• Social resources	<ul style="list-style-type: none"> • I get support from my colleague • My close friends appreciate my qualities.

The dependable valuable (DV) has three modalities which were used to evaluate conflict management as seen below.

The table below interprets conflict management

Dimensions	Example of items
Understanding natural response	<ul style="list-style-type: none"> • I can think of several different ways to deal with disagreement • In an argument, I try to understand the other persons point of view.
Understanding context	<ul style="list-style-type: none"> • I try to find a win win solution to disagreement • When I am involved in a disagreement, I stop and think about what to say or do.
Apply approach	<ul style="list-style-type: none"> • If I am angry with someone, I try to stay clam when talking. • During argument , I often say things that I later regret.

4.5.2. The pre-test

The pre-test is a test of the data collection instrument. According to Ghiglione and Matalon (2004), when a first version of the questionnaire is drafted, i.e. when the formulation of all the items and the order of these are provisionally fixed, it is imperative to ensure that the latter is clearly understandable (without ambiguity) and that it effectively responds to the problems posed by the researcher. Given that the tools used were developed in cultural contexts different from ours, the pre-test also makes it possible to free the tool from its original cultural charge with, in particular, the use of local language expressions in order to contextualize it (Nyock Ilouga, 2018).

In the present study, we carried out the pre-test on April 7, 2022 at Bastos (Yaoundé) with three executives of non-governmental organizational (NGO). This pre-survey made it possible to improve the presentation of the questionnaire by restructuring the tables. At the end of this exercise, the questionnaire was better structured and better presented.

4.5.3. Reliability study

The questionnaire used in this study was developed using resilience scale and conflict management scale

As part of this research, the study of the reliability of the questionnaire was made through the calculation of Cronbach's alpha on the three dimensions of resilient and conflict management. Cronbach's alpha was calculated using SPSS version 26 software.

 Resilience scale

- Dimension “perception of self”

Table 3: reliability analysis of the “perception of self” dimension

Cronbach's Alpha	Number of items
.74	6

The table above shows that the Cronbach's alpha coefficient of the scale measuring self-perception is: $\alpha = .74$. We can conclude that the 6 items that make up this dimension have a satisfactory internal consistency.

- "Perception of the future" dimension

Table 4: reliability analysis of the “perception of future” dimension

Cronbach's Alpha	Number of items
.74	4

The table above shows that the Cronbach's alpha coefficient of the scale measuring the perception of the future is: $\alpha = .74$. We can conclude that the 4 items that make up this dimension have a satisfactory internal consistency.

- Dimension “structured style

Table 5: reliability analysis of the “structured style” dimension

Cronbach's Alpha	Number of items
.71	4

The table above shows that the Cronbach's alpha coefficient of the scale measuring “structured style is: $\alpha = .71$. We can conclude that the 4 items that make up this dimension have a satisfactory internal consistency.

- “Social competence” dimension

Table 6: reliability analysis of the “social competence” dimension

Cronbach's Alpha	Number of elements
.73	6

The table above shows that Cronbach's alpha coefficient for the scale measuring “social competence” is: $\alpha = .73$. We can conclude that the 6 items that make up this dimension have a satisfactory internal consistency.

- “Work team cohesion” dimension

Table 7: reliability analysis of the "Work team cohesion" dimension

Cronbach's Alpha	Number of items
.84	6

The table above shows that the Cronbach's alpha coefficient of the scale measuring “work team cohesion” is: $\alpha = .84$. We can conclude that the 6 items that make up this dimension have a satisfactory internal consistency.

- “Social resource” dimension

Table 8: reliability analysis of the “Social resource” dimension

Cronbach's Alpha	Number of elements
.854	7

The table above shows that Cronbach's alpha coefficient for the scale measuring “social resource” is: $\alpha = .85$. We can conclude that the 7 items that make up this dimension have a satisfactory internal consistency.

- ✚ Conflict management scale
- "understand natural response"

Table 9: reliability analysis of the understand natural response dimension

Cronbach's Alpha	Number of items
.83	9

The table above shows that the Cronbach's alpha coefficient of the scale measuring understands natural response is: $\alpha = .83$. We can conclude that the 9 items that make up this dimension have a satisfactory internal consistency.

- “Understand context” dimension

Table 10: reliability analysis of the “Understand context” dimension

Cronbach's Alpha	Number of items
.79	6

The table above shows that Cronbach's alpha coefficient for the scale measuring “understand context” is: $\alpha = .79$. We can conclude that the 6 items that make up this dimension have a satisfactory internal consistency.

- Dimension “apply approach”

Table 11: reliability analysis of the “Apply Approach” dimension

Cronbach's Alpha	Number of items
.78	6

The table above shows that the Cronbach's alpha coefficient of the scale measuring “Apply Approach” is: $\alpha = .79$. We can conclude that the 6 items that make up this dimension have a satisfactory internal consistency.

4.6 THE STUDY WEBSITE

According to Robert (1978), “knowledge of the physical and human environment is essential in the perception and understanding of social phenomena. It makes it possible to grasp the influence of an environment on man and to better understand the different forms of social organization”. Thus, the present study took place in Cameroon in the central region, precisely in (NGOs).

4.6.1. Presentation of the city of Yaoundé

Known as “Ongola” to the natives, the city of Yaoundé extends between 3° and 5° North latitude and between 11° and 31° East longitude. It is located in the central region precisely in the department of Mfoundi of which it is the capital. Located in the heart of the tropical forest of Cameroon, about 200 km from the Atlantic coast, the city of Yaoundé has a fairly rugged terrain with an average altitude of 800 m. The relief is dominated by hills, which has earned it the name of "city of seven hills".

As far as the climate is concerned, it is of the equatorial type with four seasons which alternate in the year: a long dry season, a long rainy season, a short rainy season and a short dry season. In general, the climate is characterized by abundant rainfall and an average temperature of 23.5°C. The vegetation is of the intertropical type with a predominance of humid forest. The soils are made up of topsoil and laterite. Several rivers cross the city like Olézoa, Tongolo, Mefou and especially the Mfoundi which gave rise to the name of its department.

With regard to demography, Yaoundé has been a metropolis of more than one million inhabitants since the end of the 20th century (Doumtsop, 2013). It is the second most populated city in the country after Douala and has around 3,000,000 inhabitants. Over the past decade, it has experienced strong natural growth of 2.8%. However, in addition to this natural growth, we must also take into account the rural exodus and the numerous refugees coming from the regions of the North, South-West, North-West and East of the country. Like most major cities on the continent and in developing countries, Yaoundé is experiencing problems of urbanization, electricity and water supply, insalubrity, delinquency...

Since 1909, Yaoundé has been the political capital of Cameroon. In this sense, it is the seat of national and international institutions without forgetting the central services of the

multiple administrations (the National Assembly, the ministries, the embassies and the various international organizations: UN, WHO, UNDP, OAU, EEC, BAD...).

4.7.1. Questionnaire administration and data collection

This study was conducted among non-governmental organizational (NGO) employees in the city of Yaoundé. To select our participants, this study relied on the so-called snowball or network sampling technique. It consists of randomly choosing a core of individual's representative of the study population. To this core are added all those who are related to them and so on. It is then based on social networks (N'dao, 2015). We use this technique because it makes it easy to deploy in the field and to reach a maximum number of people in a short time. We contacted a number of NGOs and some connected us to its partner NGO. Data collection lasted one month (from April to May 2022). Some participants completed the questionnaire in our presence and others returned it to us after a few days. In the majority of cases, we met the workers in their workplaces. To administer the questionnaire, a request for administration was sent to the supervisory authorities. The managers of the structures contacted often entrusted us to their collaborators in order to help us distribute the questionnaires and collect them. The questionnaire was given only to workers who wanted to fill it out; it was filled on a voluntary basis and with free consent.

Furthermore, as the survey took place on the basis of networking, the people who helped us distribute the questionnaires among the workers they knew were informed of the objectives of the research and could thus explain the questionnaire to the participants who could possibly have a problem understanding the items. To participate in this study, you had to be a non-government organizational (NGO) worker and reside in the city of Yaoundé

4.7.2. Difficulties encountered in the field

Research being an exciting and demanding adventure, as Angers (1992) reminds us, we encountered some difficulties in the field, especially in collecting the data for the study. This allowed us to familiarize ourselves with the requirements of the terrain.

The first difficulty was to have easy access to the participants. In reality, some officials demanded a financial incentive or a snack in exchange for their participation in the investigation. Also, not all of the service managers to whom we sent requests to administer the questionnaire responded to our request. Another difficulty was due to the fact that we lost

a lot of questionnaires because some workers could not give us our questionnaires, so some had either filled them in incorrectly or half-filled them out.

4.7 . STUDY POPULATION AND SAMPLE

4.8.1. Study population

According to Angers (1992), the population is the set of elements having one or more characteristics in common which distinguish them from other elements and on which the investigation focuses.

In this study, the population is made up of non-government organizational (NGO) worker and resides in the city of Yaounde. The sample was drawn from this population.

4.8.2. Study sample

Sample Description

The 127 participants in this study were selected by the so-called snowball or network sampling technique.

 according to sex

Table 12: distribution of the sample according to sex

	Frequency	Percentage	valid percentage	Cumulative percentage
1	69	54.3	54.3	54.3
2	58	45.7	45.7	100.0
Total	127	100.0	100.0	

Legend : 1 woman 2 men

The table above shows that as part of this study, we interviewed 69 (54.3%) women and 58 (45.7%) men.

✚ According to age

Table 13: distribution of sample according to age

	Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
1	49	38,6	38,6	38,6
2	41	32,3	32,3	70,9
3	20	15,7	15,7	86,6
4	17	13,4	13,4	100,0
Total	127	100,0	100,0	

Legend: 1= [21 – 30 years] 2= [31 – 40 years] 3= [41 – 50 years] 4= 51 years

The table above shows that the majority of respondents are between 21 and 30 years old. Nearly 13.4% are over 51 years old. This description of the sample in terms of reveals that it is a very young population.

✚ According to marital status

Table 14: distribution of the sample according to marital status

	Frequency	Percentage	valid percentage	Cumulative percentage
Valid				
1	55	43.3	43.3	43.3
2	49	38.6	38.6	81.9
3	12	9.4	9.4	91.3
4	6	4.7	4.7	96.1
5	5	3.9	3.9	100.0
Total	127	100.0	100.0	

Legend : 1 Single ; 2 Married ; 3 FreeUnion ; 4 Divorced ; 5 Widow (Widower)

The table above shows that for this study, we interviewed 55 (43.3%) single workers, 49 (38.6%) married, 12 (9.4%) living common law, 6 (4.7%) are divorced and 5 (3.9%) are widowed (ves).

✚ Depending on the level of study

Table 15: distribution of the sample according to the level of study

	Frequency	Percentage	valid percentage	Cumulative percentage
1	11	8.7	8.7	8.7
2	13	10.2	10.2	18.9
3	28	22.0	22.0	40.9
4	40	31.5	31.5	72.4
5	29	22.8	22.8	95.3
6	6	4.7	4.7	100.0
Total	127	100.0	100.0	

Legend : 1 GCE O/L; 2 GCE A/L; 3 A/L+3 (Bachelor);4 A/L+4 (Masters 1); 5 A/L+5 (Master 2); 6 A/L+8 (Doctorate)

The majority of the people met in this study have a master's degree. They represent 31.5% of the sample. They are followed by those who have the Master 2 and the license representing respectively 22.8% and 22% of the sample. Only 4.7% of participants have a doctorate or any other equivalent degree.

✚ According to the type of employment contract

Table 16: distribution of the sample according to the type of employment contract

	Frequency	Percentage	valid percentage	Cumulative percentage
1	31	24.4	24.4	24.4
2	34	26.8	26.8	51.2
3	62	48.8	48.8	100.0
Total	127	100.0	100.0	

Legend : 1 Civil servant ; 2 Contrat worker ; 3 Part time

The table above indicates that within the framework of this study, 48.8% of the people met are temporary workers. 26.8% have a fixed-term contract and 24.4% have a permanent work contract.

4.8 DATA PROCESSING

In this part of the study, it is a question of presenting the statistical tools used to test the hypotheses of the study.

The data processing tools used made it possible to carry out descriptive analyzes and inferential analyzes. However, before processing the data, CS Pro version 7.0 software was chosen to enter the data collected in the field. CS Pro (Census and Survey Processing System) is a census and survey data entry software. It offers a data entry interface called an input mask. The development of this platform first requires specifying, in a data dictionary, the characteristics (name, label, type, length, occurrences, modalities, etc.) of the variables of the study. This software was chosen for its ease of use and its graphics. Once the data was entered, it was exported to Excel to be better grouped. The data thus entered was analyzed using SPSS version 26 software and Statistical 13.

4.9 THE STATISTICAL APPROACH

In the present study, two types of analysis were favored, namely: descriptive analysis and inferential analysis.

4.10.1 Descriptive analysis

These first analyzes make it possible to describe the results obtained for each of the study variables. To this end, the study presents the descriptive results relating to the different scales of measurement. The analysis will focus on the presentation of the tables, a central tendency index (the mean) and two dispersion indices (the variance and the standard deviation).

4.10.2 Inferential analysis

Beforehand, before testing the hypotheses, we opted for the statistical technique of analysis of variance in order to make comparisons between the means of the scores recorded in the evaluation of absenteeism according to the characteristics socio-demographics of the respondents. Inferential analysis was used to test the study hypotheses. The choice of statistical processing tools used was dictated by the nature of the data collected and according to the hypotheses of the study. To verify the resilient role in conflict management we favored regression analyzes following the method of linear least squares. However, to ensure that this

effect of resilience on conflict management varies according to gender, we used the statistical response surface which allows the crossing between the numerical and nominal variables whose interaction effect we are looking for. on a numerical dependent variable

This chapter is devoted to the presentation of the methodological procedures which served as a basis for the development of this study, the following chapter presents the results obtained in the field.

CHAPTER 5: RESULTS

The objective of this chapter is to give a clear, precise and concise presentation of the results of the analysis of the data collected from the sample of 127 employees working in some non-governmental organizations in the city of Yaoundé. The data collected in this way was processed twice. The results obtained at the end of the descriptive and inferential analyzes will be presented in this chapter.

5.1. DESCRIPTIVE ANALYZES

The objective of these analyzes is to present the physiognomy of the data collected during the field survey. This descriptive analysis will focus mainly on the variables of this study, in particular resilience and conflict management.

5.1.1. Resilience

This section is devoted to the description of the data obtained in the assessment of perceived resilience. As a result, it aims to describe data from the field relating to the perception of self, perception of future, structured style, social competence, work team cohesion and social resources.

5.1.1.1. Perception of self

Table 17: Descriptive statistics perception of self

Variable	Descriptive Statistics (Feuil1 in HILDA_DATA)				
	Valid N	Mean	Minimum	Maximum	Std.Dev.
PERCEPTION OF SELF	127	2,905512	1,000000	4,000000	0,579100

The table above shows that the average of self-perception score obtained from the 127 employees surveyed is 2.90. This score is higher than the theoretical average of a four-point scale. This means that the majority of the employees interviewed consider, for example, that they believe in their abilities. The dispersion of the scores around this mean is low with regard to the value of the standard deviation ($SD = 0.57$). However, there is a significant difference between the minimum score ($Min = 1.00$) and the maximum score ($max = 3.75$) recorded on this scale.

The graph of the normal distribution seems to show that the scores obtained in the assessment of self-perception are concentrated towards the right and spread on the left of the graph.

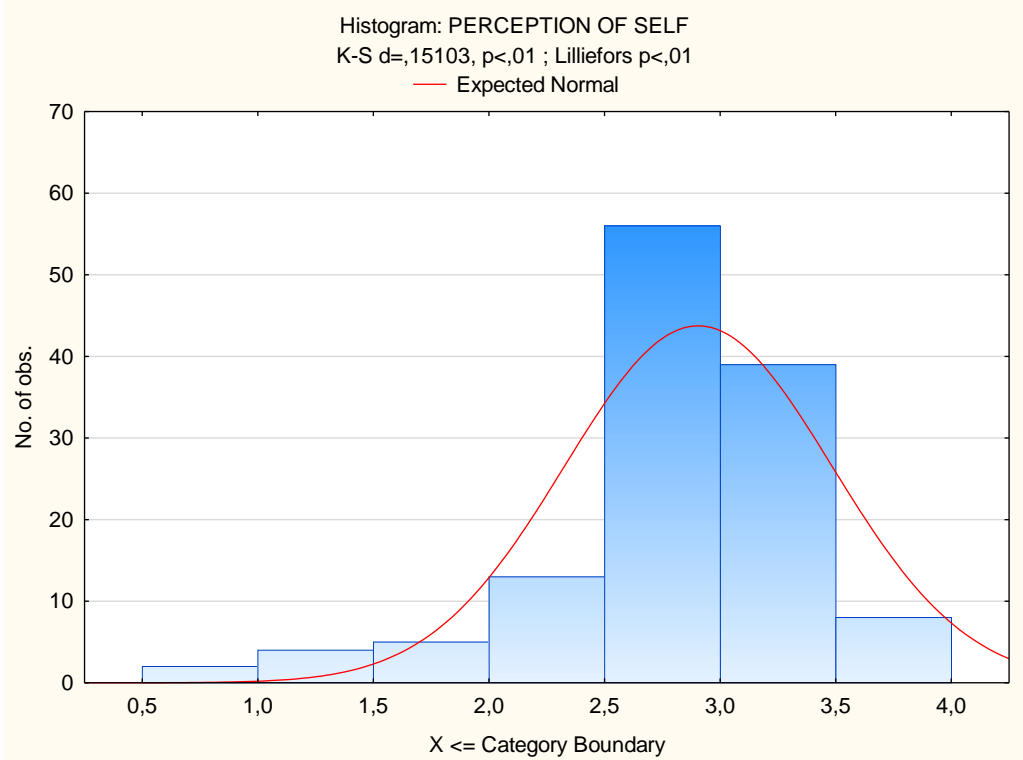


Figure 2: histogram of the distribution of self-perception scores

5.1.1.2. Perception of future

Table 18: Descriptive statistics perception of future

Variable	Descriptive Statistics (Feuil1 in HILDA_DATA)				
	Valid N	Mean	Minimum	Maximum	Std.Dev.
PERCEPTION OF FUTURE	127	3,086614	1,000000	4,000000	0,621520

The table above shows that the average score for the perception of the future obtained from the 127 employees surveyed is 3.08. This score is significantly higher than the theoretical average of a four-point scale. This means that the majority of employees interviewed believe, for example, that they are convinced that they can achieve their future plans. The dispersion of the scores around this mean is low with regard to the value of the standard deviation (SD = 0.62). However, there is a significant difference between the minimum score (Min = 1.00) and the maximum score (max = 3.75) recorded on this scale.

The graph of the normal distribution seems to show that the scores obtained in the evaluation of the perception of the future are very concentrated towards the right and spread on the left of the graph.

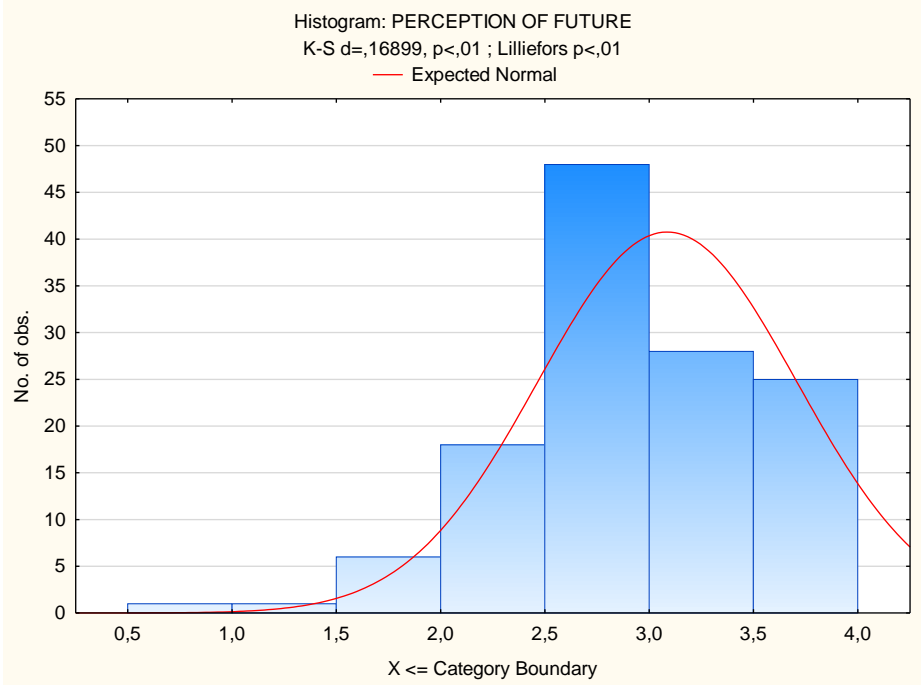


Figure 3: Histogram of the distribution of future perception scores

5.1.1.3. Structured-style

Table 19: Structured style descriptive statistics

Variable	Descriptive Statistics (Feuil1 in HILDA_DATA)				
	Valid N	Mean	Minimum	Maximum	Std.Dev.
STRUCTURE STYLE	127	3,019685	1,250000	4,000000	0,620105

The table above shows that the average structured style score obtained from the 127 employees surveyed is 3.01. This score is significantly higher than the theoretical average of a four-point scale. This means that the majority of the employees interviewed consider, for example, that they are good at organizing their time. The dispersion of the scores around this mean is low with regard to the value of the standard deviation (SD = 0.62). However, there is a significant difference between the minimum score (Min = 1.25) and the maximum score (max = 4,000) recorded on this scale.

The graph of the normal distribution seems to show that the scores obtained in the evaluation of the structured style are very concentrated towards the right and spread on the left of the graph.

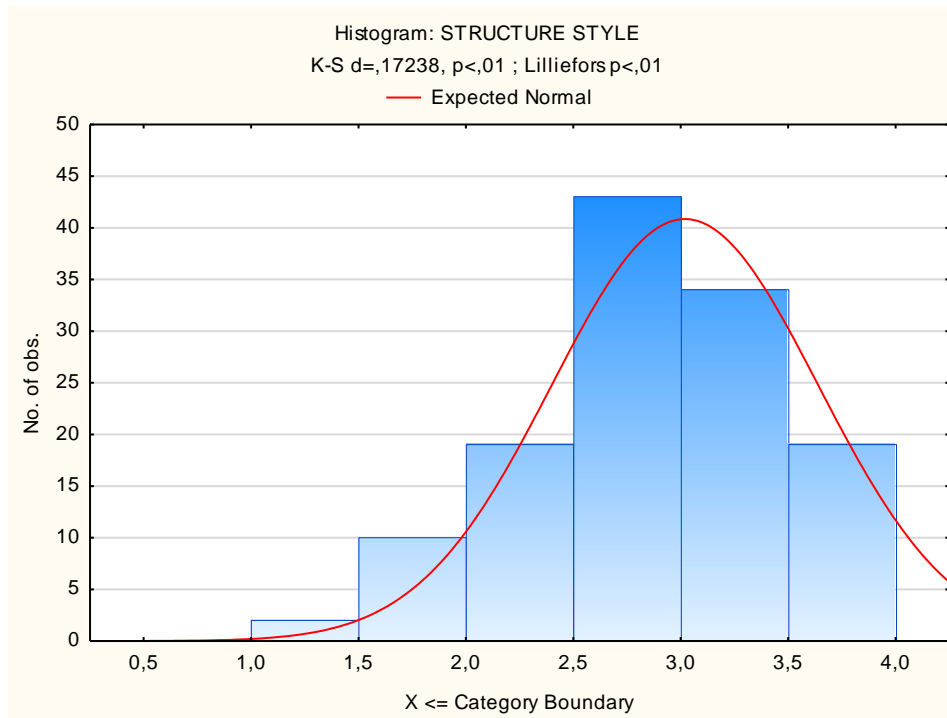


Figure 4: Histogram of the distribution of structured style scores

5.1.1.4. Social competence

Table 20: Social competence descriptive statistics

Variable	Descriptive Statistics (Feuil1 in HILDA_DATA)				
	Valid N	Mean	Minimum	Maximum	Std.Dev.
SOCIAL COMPETENCE	127	2,967192	1,166667	4,000000	0,568127

The table above shows that the average score for social competence obtained from the 127 employees questioned is 2.96. This score is higher than the theoretical average of a four-point scale. This means that the majority of the employees interviewed consider, for example, that they make new friends easily. The dispersion of the scores around this mean is low compared to the value of the standard deviation ($SD = 0.56$). However, there is a significant difference between the minimum score (Min = 1.16) and the maximum score (max = 4,000) recorded on this scale.

The graph of the normal distribution seems to show that the scores obtained in the assessment of social competence are concentrated towards the right and spread on the left of the graph.

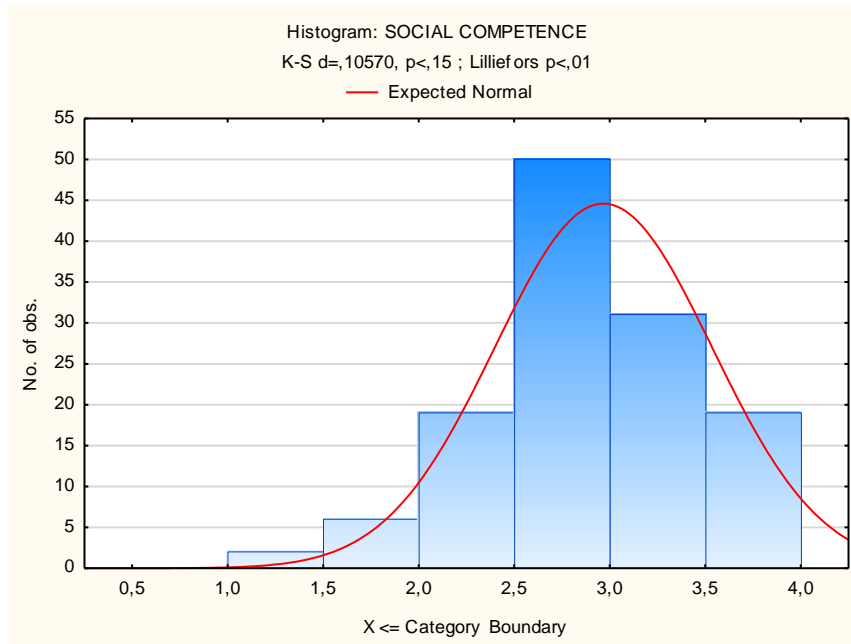


Figure 5: Histogram of the distribution of social competence scores

5.1.1.5. Work team cohesion

Table 21: Work team cohesion descriptive statistics

Variable	Descriptive Statistics (Feu11 in HILDA_DATA)				
	Valid N	Mean	Minimum	Maximum	Std.Dev.
WORK TEAM COHESION	127	2,913386	1,000000	4,000000	0,666617

The table above shows that the average perceived work team cohesion score obtained from the 127 employees surveyed is 2.91. This score is higher than the theoretical average of a four-point scale. This means that the majority of the employees interviewed consider, for example, that they are very happy with their colleagues. The dispersion of the scores around this mean is low compared to the value of the standard deviation (SD = 0.66). However, there is a significant difference between the minimum score (Min = 1.00) and the maximum score (max = 4,000) recorded on this scale.

The graph of the normal distribution seems to show that the scores obtained in the assessment of perceived work team cohesion are concentrated towards the right and spread on the left of the graph.

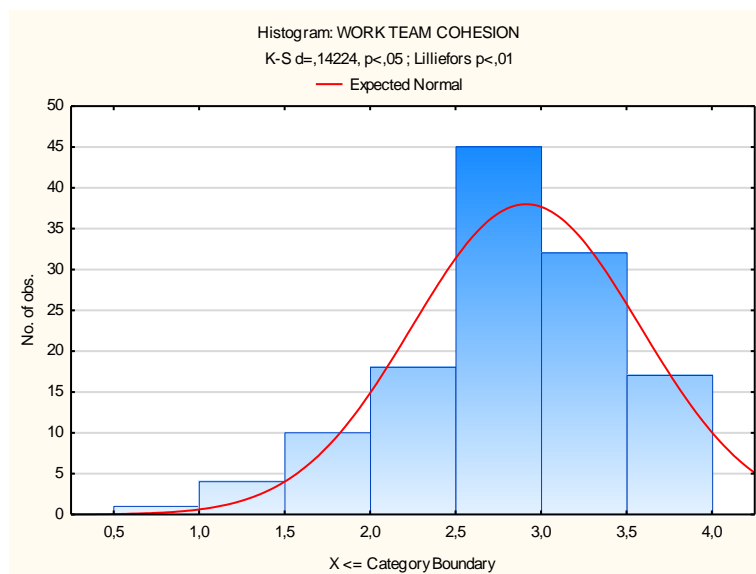


Figure 6: Histogram of the distribution of work team cohesion scores

5.1.1.6. Social resources

Table 22: Descriptive statistics social resources

Variable	Descriptive Statistics (Feuil1 in HILDA_DATA)				
	Valid N	Mean	Minimum	Maximum	Std.Dev.
SOCIAL RESOURCES	127	2,942632	1,000000	4,000000	0,655707

The table above shows that the average score of perceived social resources obtained from the 127 employees surveyed is 2.94. This score is higher than the theoretical average of a four-point scale. This means that the majority of the employees interviewed consider, for example, that they benefit from the support of their colleagues. The dispersion of the scores around this mean is low compared to the value of the standard deviation ($SD = 0.65$). However, there is a significant difference between the minimum score ($Min = 1.00$) and the maximum score ($max = 4,000$) recorded on this scale.

The graph of the normal distribution seems to show that the scores obtained in the assessment of perceived social resources are concentrated towards the right and spread on the left of the graph.

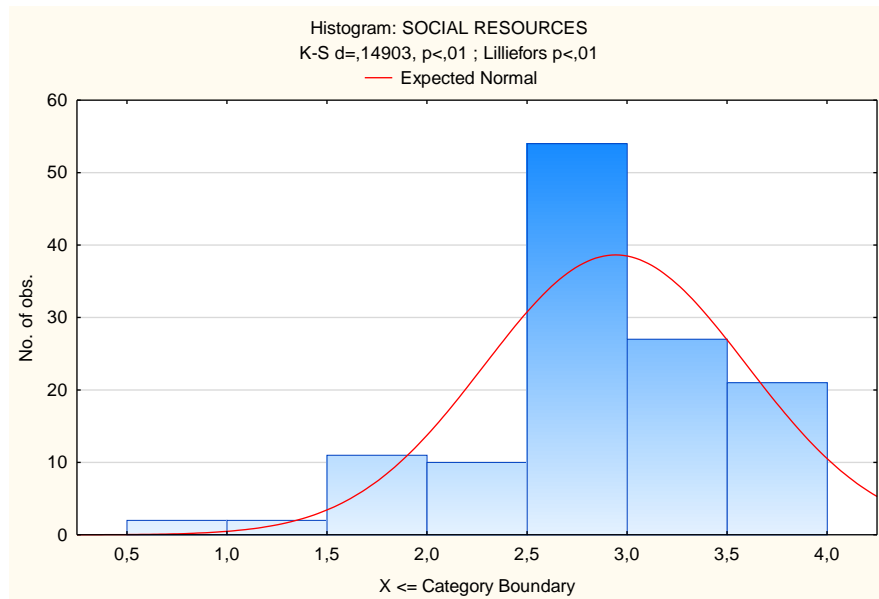


Figure 7: Histogram of the distribution of scores of perceived social resources

5.1.2. Conflict management

This section is devoted to the description of the data obtained in the assessment of perceived management. As a result, it aims to describe data from the field relating to understand natural responses, understand context and apply approach.

5.1.2.1. Understand natural answers

Table 23: Descriptive statistics understand natural responses

Variable	Descriptive Statistics (Feuil 1 in HILDA_DATA)				
	Valid N	Mean	Minimum	Maximum	Std.Dev.
UNDERSTAND NATURAL RESPONSE	127	3,080490	1,333333	4,000000	0,515235

The table above shows that the average understands natural responses score obtained from the 127 employees surveyed is 3.08. This score is higher than the theoretical average of a four-point scale. This means that the majority of the employees interviewed consider, for example, that they can think of different ways of managing a disagreement. The dispersion of the scores around this mean is low compared to the value of the standard deviation (SD = 0.51). However, there is a significant difference between the minimum score (Min = 1.33) and the maximum score (max = 4,000) recorded on this scale.

The graph of the normal distribution seems to show that the scores obtained in the evaluation of understand natural responses are concentrated towards the right and spread on the left of the graph.

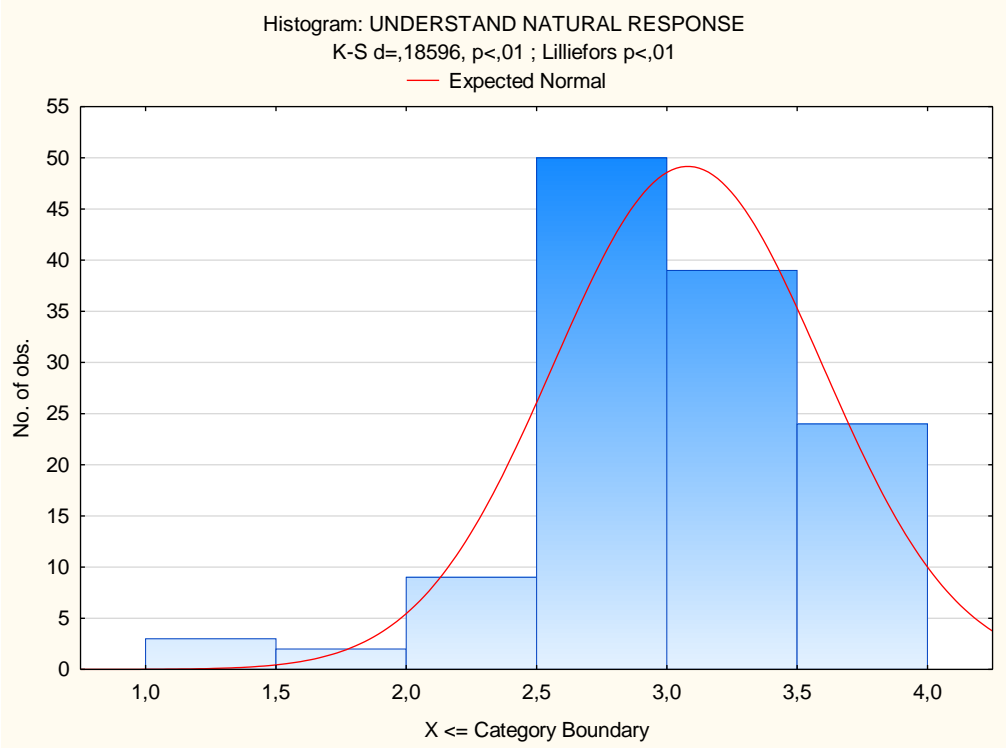


Figure 8: Histogram of the distribution of understand natural responses scores

5.1.2.2. Understand context

Table 24: Descriptive statistics understand context

Variable	Descriptive Statistics (Feuil1 in HILDA_DATA)				
	Valid N	Mean	Minimum	Maximum	Std.Dev.
UNDERSTAND CONTEXT	127	3,085302	1,000000	4,000000	0,579205

The table above shows that the average understand context score obtained from the 127 employees surveyed is 3.08. This score is higher than the theoretical average of a four-point scale. This means that the majority of the employees interviewed consider, for example, that instead of drawing hasty conclusions, they are trying to understand why there is a disagreement. The dispersion of the scores around this mean is low with regard to the value of the standard deviation (SD = 0.57). However, there is a significant difference between the minimum score (Min = 1,000) and the maximum score (max = 4,000) recorded on this scale.

The graph of the normal distribution seems to show that the scores obtained in the evaluation of understand context are concentrated towards the right and spread on the of the graph.

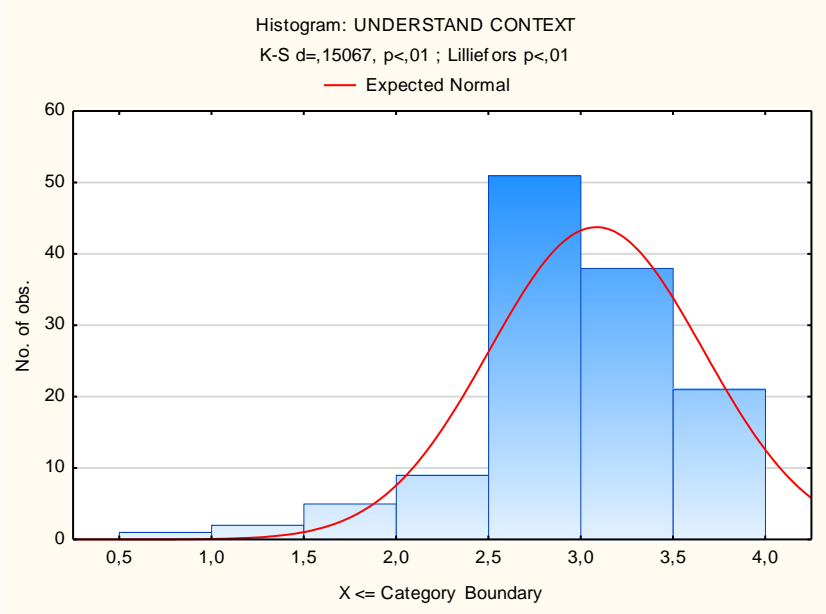


Figure 9: histogram of the distribution of understand context scores

5.1.2.3. Apply approach

Table 25: Descriptive statistics apply approach

Variable	Descriptive Statistics (Feuil1 in HILDA_DATA)				
	Valid N	Mean	Minimum	Maximum	Std.Dev.
APPLY APPROACH	127	3,057743	1,000000	4,000000	0,618419

The table above shows that the average apply approach score obtained from the 127 employees surveyed is 3.05. This score is higher than the theoretical average of a four-point scale. This means that the majority of the employees met consider, for example, that in the event of disagreement, they try to find a compromise. The dispersion of the scores around this mean is low with regard to the value of the standard deviation (SD = 0.57). However, there is a significant difference between the minimum score (Min = 1,000) and the maximum score (max = 4,000) recorded on this scale.

The graph of the normal distribution seems to show that the scores obtained in the evaluation of apply approach are concentrated towards the right and spread on the left of the graph.

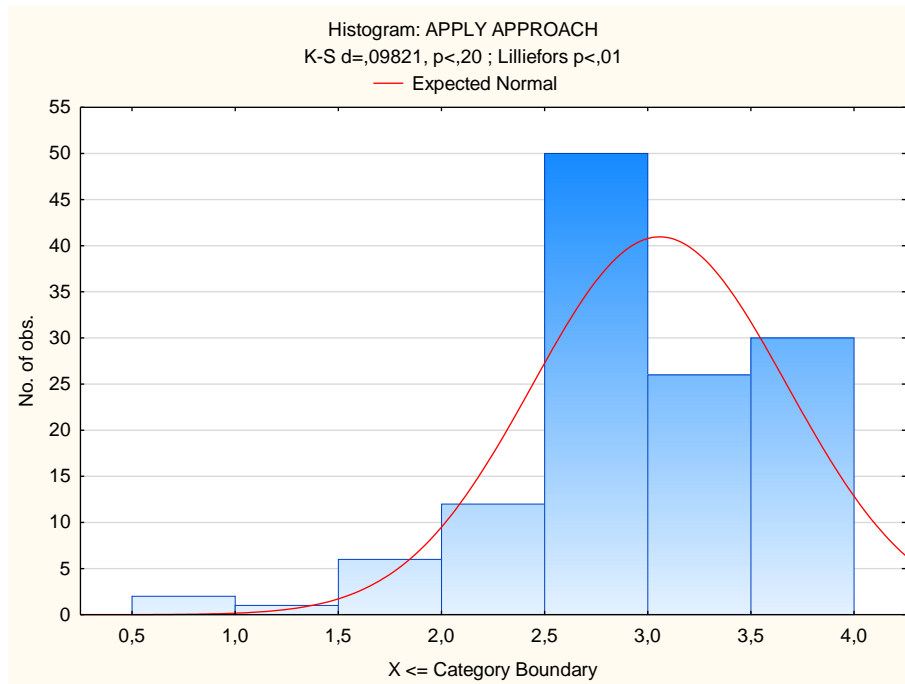


Figure 10: histogram distribution of Apply approach scores

5.2. VERIFICATION OF HYPOTHESES

H1: Perception of self plays a significant role in conflict management (Understand Natural Response, Understand Context Apply Approach). This fact is more important in women.

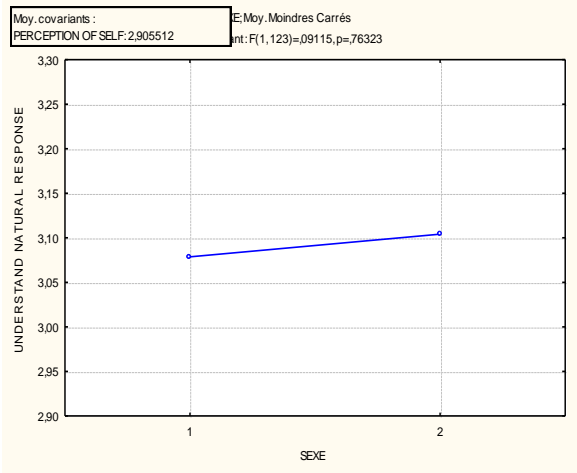
H_{1a} : Understanding natural responses to conflict management.

This analysis aims to show that self-perception plays a significant role in understanding the natural (spontaneous) responses of conflict management. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show that the effect of self-perception on the understanding of natural responses is very real ($\beta = 0.428$; $t_{(17,108)} = 5.297$; $p = 0.000$).

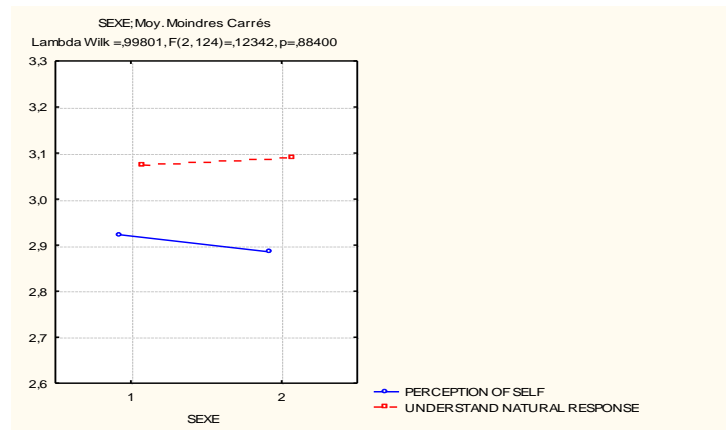
Table 26: simple regression of self-perception on the understanding of natural responses

Model		Non-standardized coefficients		Standardized coefficients	you	sig.
		B	standard error	Beta		
1	(Constant)	1,974	.213		9,265	.000
	PERCEPTION OF SELF	.381	.072	.428	5,297	.000

It appears that the understanding of natural responses increases with self-knowledge. However, to ensure that this effect of self-knowledge on the understanding of natural responses varies according to gender, we used the statistical response surface which allows the crossing between the numerical and nominal variables whose effect we are looking for. Of interaction on a numerical dependent variable. The graph in the figure below shows the effect of self-knowledge on the understanding of natural responses does not vary according to gender ($F_{(1,123)} = 0.091; p = 0.7$).



We note that the understanding of natural responses is generally superior to self-knowledge, both in women and in men. The slight advantage recorded in men on the understanding of natural responses to conflict management is lost to the benefit of women on self-perception. The graph in the figure below shows that the difference observed between women and men in the evaluation of the two variables remains statistically negligible.



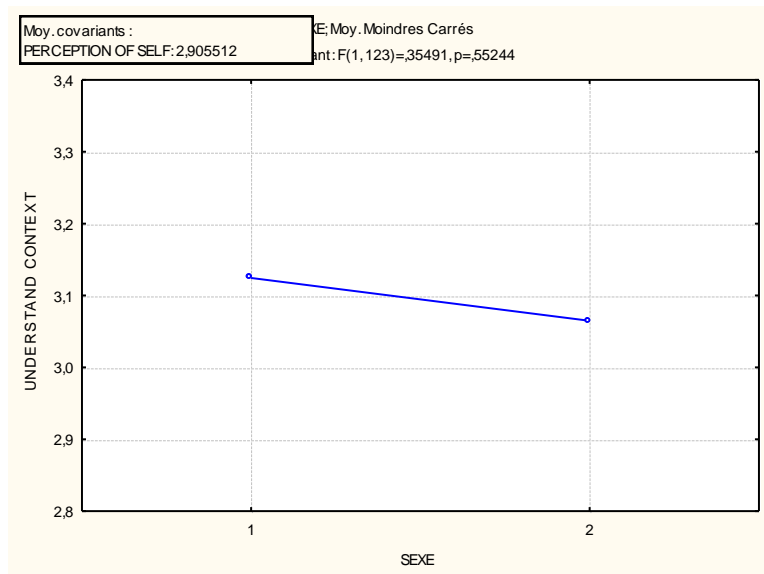
H_{1b} : Understanding the context of conflict management

This analysis aims to show that self-perception plays a significant role in understanding the context of conflict management. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show that the effect of self-perception on context understanding is very real ($\beta = 0.299$; $t_{(17,108)} = 3.502$; $p = 0.001$).

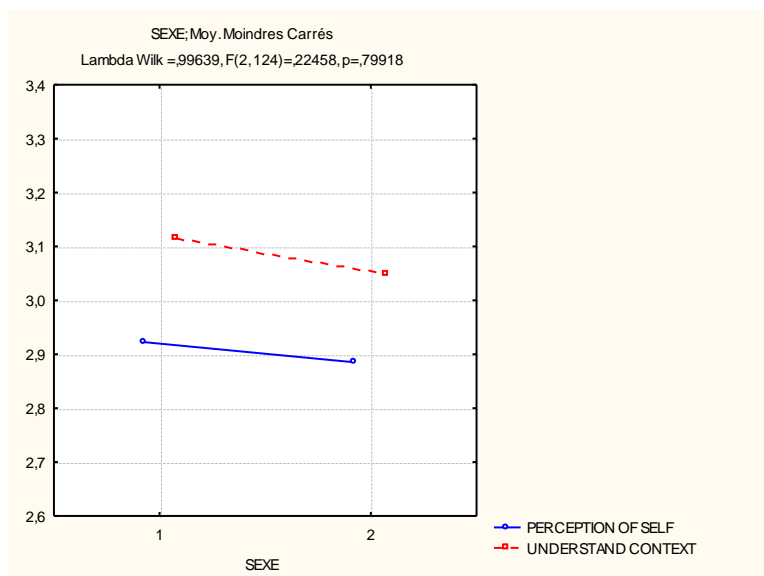
Table 27: simple regression of self-perception on understanding of context

Model	Non-standardized coefficients		Standardized coefficients	You	sig.
	B	standard error	Beta		
1 (Constant)	2,217	.253		8,765	.000
PERCEPTION OF SELF	.299	.085	.299	3,503	.001

It appears that context understanding increases with self-knowledge. However, to ensure that this effect of self-knowledge on contextual understanding varies according to gender, we used the statistical response surface which allows the crossing between the numerical and nominal variables whose effect we are looking for. interaction on a numerical dependent variable. The graph in the figure below shows that the effect of self-knowledge on understanding the context does not vary according to gender ($F_{(1,123)} = 0.3549$; $p = 0.552$).



We note that the average scores obtained in the evaluation of understanding of the context are globally higher than those of self-knowledge, both among women and among men. The advantage recorded in women on understanding the context is maintained on self-perception. The graph in the figure below shows that the gap observed between women and men in the evaluation of the two variables remains statistically low.



H_{1c} : The applied approach

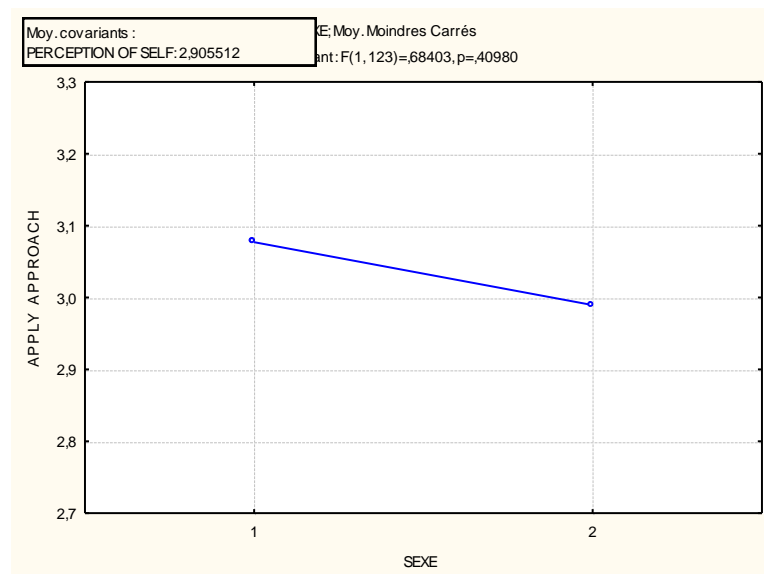
This analysis aims to show that self-perception plays a significant role in the applied approach to conflict management. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show

that the effect of self-perception on the applied approach to conflict management is very real ($\beta = 0.308$; $t_{(17,108)} = 3.624$; $p = 0.00$).

Table 29: Simple regression of self-perception on applied approach

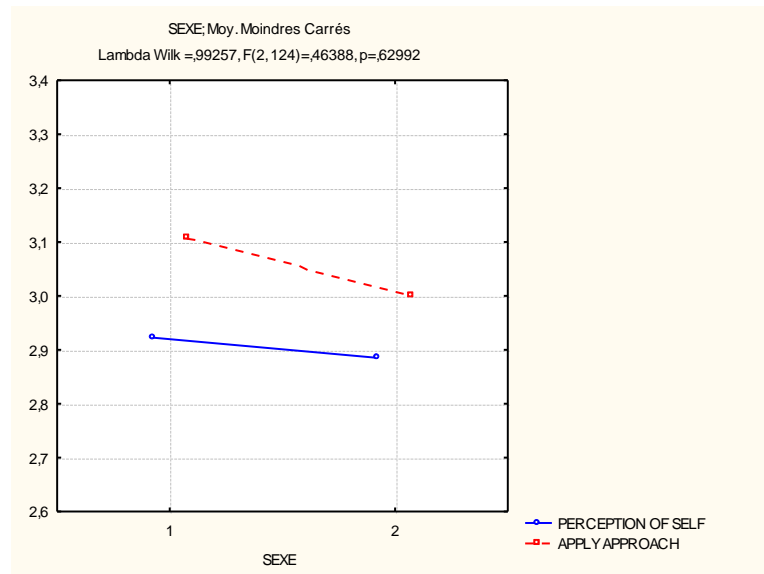
Model		Non-standardized coefficients		Standardized coefficients	you	sig.
		B	standard error	Beta		
1	(Constant)	2,101	.269		7,806	.000
	PERCEPTION OF SELF	.329	.091	.308	3,624	.000

It appears that the applied approach increases with self-knowledge. However, to ensure that this effect of self-knowledge on the applied approach varies according to gender, we used the statistical response surface which allows the crossing between the numerical and nominal variables whose effect we are looking for. Interaction on a numerical dependent variable. The graph in the figure below shows that the effect of self-knowledge on the approach applied varies according to gender ($F_{(1,123)} = 2.196$; $p = 0.024$).



We note that the average scores obtained in the evaluation of the applied approach to conflict management are generally higher than those of self-knowledge, for both women and men. The advantage recorded among women on the applied approach to conflict management is, to a lesser extent, maintained on self-perception. The graph in the figure below shows that

the gap observed between women and men in the evaluation of the applied approach is more pronounced than in the evaluation of self-knowledge.



We note that self-knowledge determines the management of conflicts. However, this effect of self-knowledge does not always vary by gender. This is particularly the case with regard to the understanding of natural responses and the understanding of context. These results provide only partial support for our hypothesis H_1 .

❖ Hypothesis 2

H2: perception of future plays a significant role in conflict management (Understand Natural Response, Understand Context Apply Approach). This fact is more important in women.

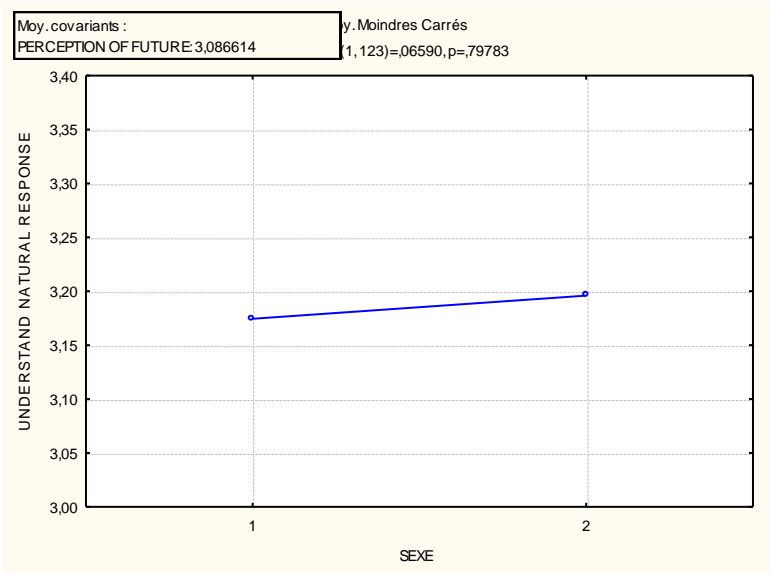
H_{2a} : effect of the perception of the future on the understanding of the natural responses of conflict management

This analysis aims to show that the perception of the future plays a significant role in understanding the natural (spontaneous) responses of conflict management. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show that the effect of the perception of the future on the understanding of natural responses is very real ($\beta = 3.25$; $t_{(17,108)} = 3.843$; $p = 0.000$).

Table 30: simple regression of the perception of the future on the understanding of natural responses

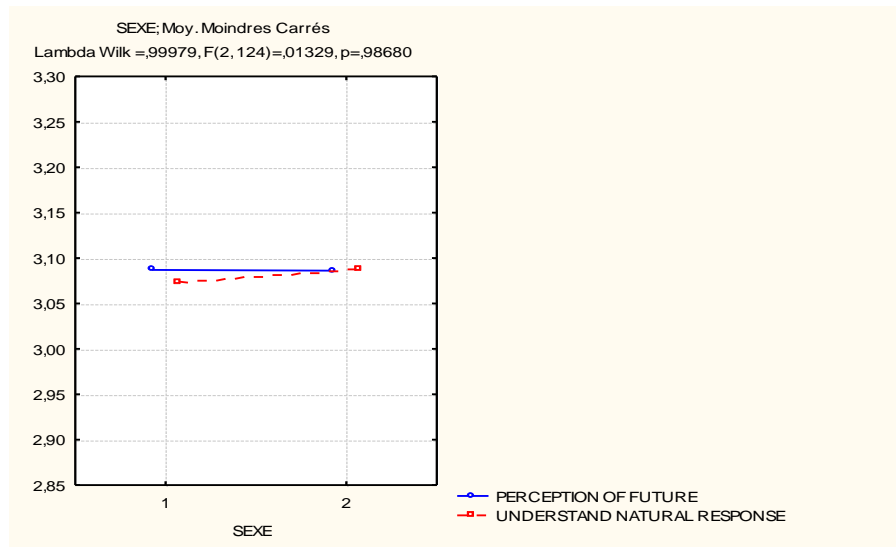
Model	Non-standardized coefficients		Standardized coefficients	you	sig.	
	B	standard error	Beta			
1	2,249	.221		10,187	.000	
	PERCEPTION OF FUTURE	.269	.070	.325	3,843	.000

It appears that the understanding of natural responses increases with the perceived future. However, to ensure that this effect of the perceived future on the understanding of natural responses varies according to gender, we used the statistical response surface which allows the crossing between the numerical and nominal variables whose effect we are looking for. of interaction on a numerical dependent variable. The graph in the figure below shows the effect of the perceived future on understanding natural responses does not vary by gender ($F_{(1,123)} = 0.065; p = 0.797$).



We note that the understanding of natural responses is slightly lower than the perception of the future only among women. The slight advantage recorded in men on the understanding of natural responses to conflict management is lost on self-perception because the scores obtained on this dimension seem to be equivalent for both men and women. The graph in the figure below shows that the difference observed between women and men in the

evaluation of the two variables is not negligible, although the difference is not statistically significant.



***H*_{2b}: Understanding the context**

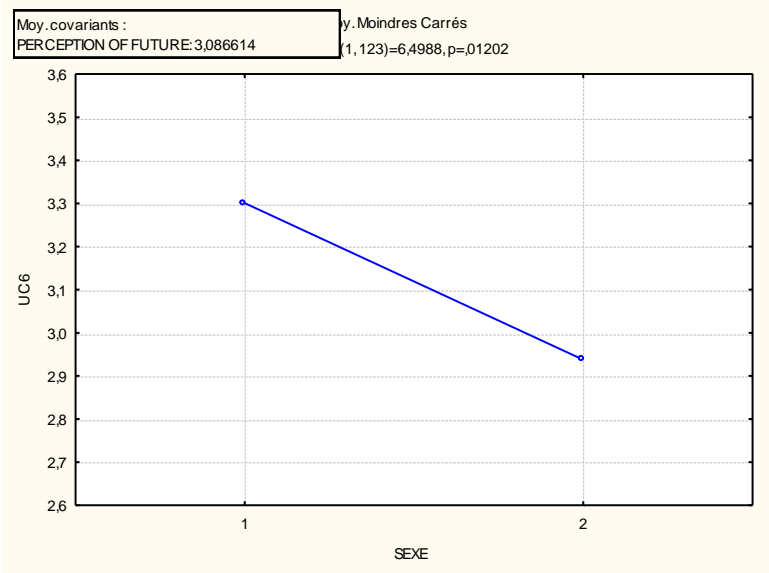
This analysis aims to show that the perception of the future plays a significant role in understanding the context. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show that the effect of the perception of the future on the understanding of the context is very real ($\beta = 0.24$; $t_{(17,108)} = 2.845$; $p = 0.005$).

Table 31: simple regression of the perception of the future on the understanding of the context

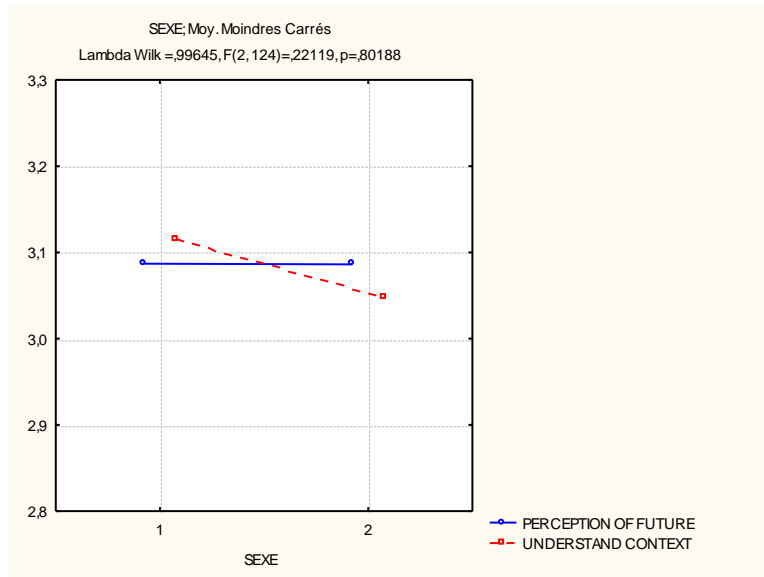
Model		Non-standardized coefficients		Standardized coefficients	you	sig.
		B	standard error	Beta		
1	(Constant)	2,376	.254		9,343	.000
	PERCEPTION OF FUTURE	.230	.081	.247	2,845	.005

It appears that the understanding of the context increases with the perceived future. However, to ensure that this effect of the perceived future on the understanding of the context

varies according to gender, we used the statistical response surface which allows the crossing between the numerical and nominal variables whose effect we are looking for. Interaction on a numerical dependent variable. The graph in the figure below shows the effect of perceived future on understanding of context varies by gender ($F_{(1,123)} = 0.065; p = 0.01$). This effect seems more marked in women.



We note that the understanding of the context is lower than the perception of the future only among men. The advantage recorded in women on understanding the context of conflict management is lost on the perception of the future because the scores obtained on this dimension seem to be equivalent for both men and women. The graph in the figure below shows that the difference observed between women and men in the evaluation of the two variables is not negligible, although the difference is not statistically significant.



***H*_{2c}: Applied Approach**

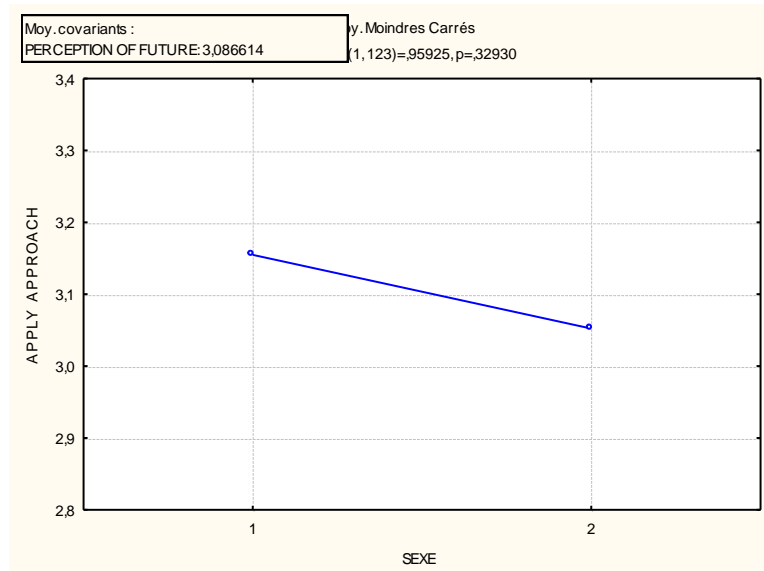
This analysis aims to show that the perception of the future plays a significant role in the evaluation of the applied approach. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show that the effect of the perception of the future on the approach applied is very real ($\beta = 0.31$; $t_{(17,108)} = 3.65$; $p = 0.000$).

Table 32: simple regression of the perception of the future on the applied approach

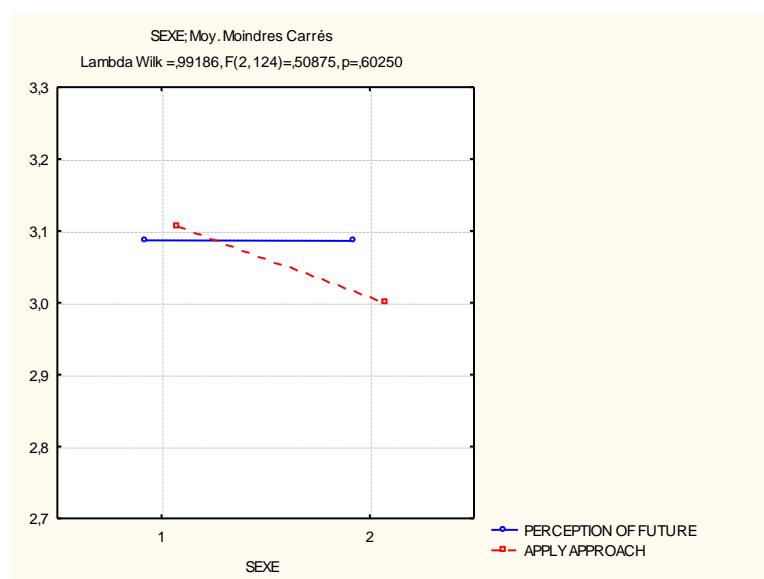
Model	Non-standardized coefficients		Standardize	you	sig.
	B	standard error	d coefficients		
1 (Constant)	2.105	.266		7,902	.000
PERCEPTION OF FUTURE	.309	.085	.310	3,650	.000

It appears that the applied approach increases with the perceived future. However, to ensure that this effect of the perceived future on the perceived applied approach varies according to gender, we used the statistical response surface which allows the crossing between the numerical and nominal variables whose effect we are looking for. of interaction

on a numerical dependent variable. The graph in the figure below shows the effect of perceived future on understanding of context does not vary by gender ($F_{(1,123)} = 0.959; p = 0.329$). our hypothesis H_{2c} is logically invalidated.



We note that the evaluation of the applied approach is significantly lower than the perception of the future only among men. The advantage recorded for women on the applied approach to conflict management is lost on the perception of the future because the scores obtained on this dimension seem to be equivalent for both men and women. The graph in the figure below shows that the difference observed between women and men in the evaluation of the two variables is not negligible, although the difference is not statistically significant.



In conclusion, we retain that the perception of the future determines the management of conflicts. Nevertheless, this effect of the perception of the future does not always vary according to gender. This is particularly the case with regard to the understanding of natural responses and the approach applied. These results provide only partial support for our hypothesis H_2 .

❖ **Hypothesis 3**

H3: structured style plays a significant role in conflict management (Understand Natural Response, Understand Context Apply Approach). This fact is more important in women.

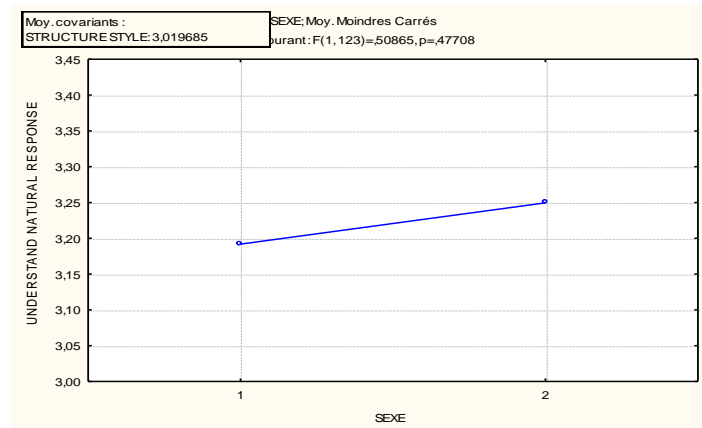
H_{3a} : Understanding Natural Responses

This analysis aims to show that structured style plays a significant role in understanding natural responses. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show that the effect of the structured style on the understanding of natural responses is very real ($\beta = 0.35$; $t_{(17,108)} = 4.248$; $p = 0.000$).

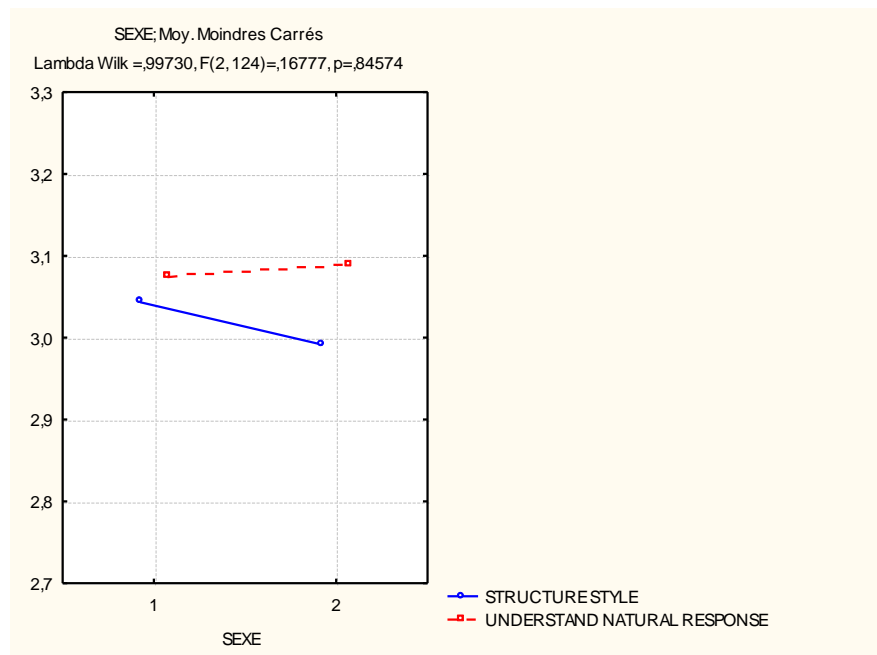
Table 33: simple regression of structured style on understanding natural responses

Model		Non-standardized coefficients		Standardized coefficients	you	sig.
		B	standard error	Beta		
1	(Constant)	2,189	.214		10,225	.000
	STYLISH STRUCTURE	.295	.069	.355	4,248	.000

It appears that the understanding of spontaneous responses increases with a structured style. However, to ensure that this effect of the perceived structured style on the understanding of natural responses varies according to gender, we used the statistical response surface which allows the crossing between the numerical and nominal variables whose interaction effect on a numerical dependent variable is sought. The graph in the figure below shows that the effect of the perceived structured style on the understanding of natural responses does not vary according to gender ($F_{(1,123)} = 0.508$; $p = 0.477$).



We note that the average scores obtained in the evaluation of the understanding of natural responses are globally higher than those of the perceived structured style, both in women and in men. The slight advantage recorded in men on the understanding of natural responses to conflict management is lost to the benefit of women on self-perception. The graph in the figure below shows that the difference observed between women and men in the evaluation of the two variables remains statistically negligible.



H_{3b}: Understanding the context

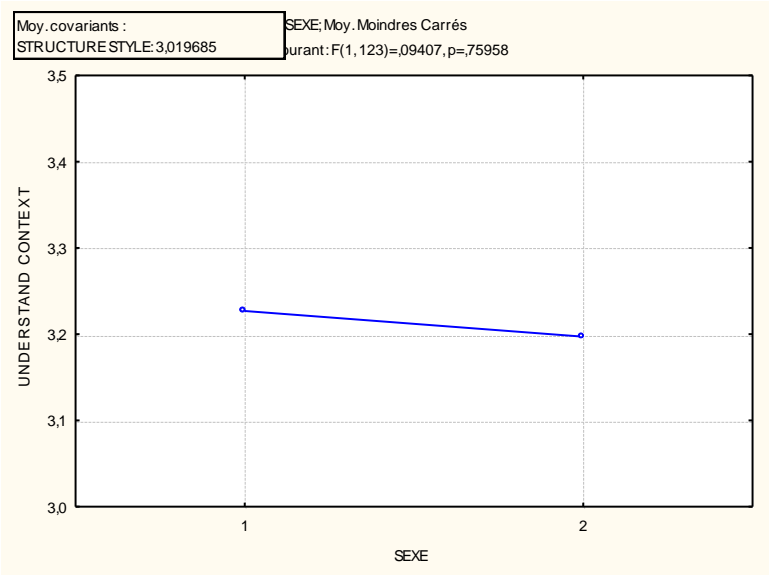
This analysis aims to show that structured style plays a significant role in understanding context. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show that the effect of the

structured style on the understanding of the context is very real ($\beta = 0.23; t_{(17,108)} = 2.643; p = 0.009$).

Table 34: simple regression of structured style on understanding of context

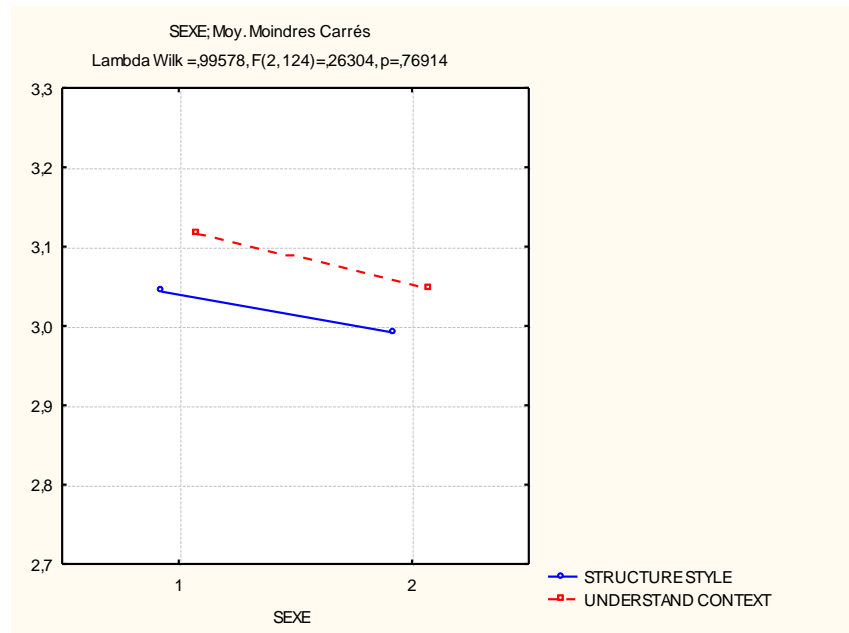
Model		Non-standardized coefficients		Standardized coefficients	you	sig.
		B	standard error	Beta		
1	(Constant)	2,436	.251		9,723	.000
	STYLISH STRUCTURE	.215	.081	.230	2,643	, 009

It appears that the understanding of the context increases with a structured style. However, to ensure that this effect of the perceived structured style on the understanding of the context varies according to gender, we used the statistical response surface which allows the crossing between the numeric and nominal variables whose interaction effect on a numeric dependent variable is sought. The graph in the figure below shows that the effect of the perceived structured style on the understanding of the context does not vary according to gender ($F_{(1,123)} = 0.094; p = 0.759$).



We note that the average scores obtained in the evaluation of the understanding of the context are globally higher than those of the perceived structured style, both among women and among men. The advantage recorded among men in understanding the context of conflict

management is to a lesser extent retained in the perception of the structured style. The graph in the figure below shows that the difference observed between women and men in the evaluation of the two variables remains statistically negligible.



H_{3c}: Approach applied

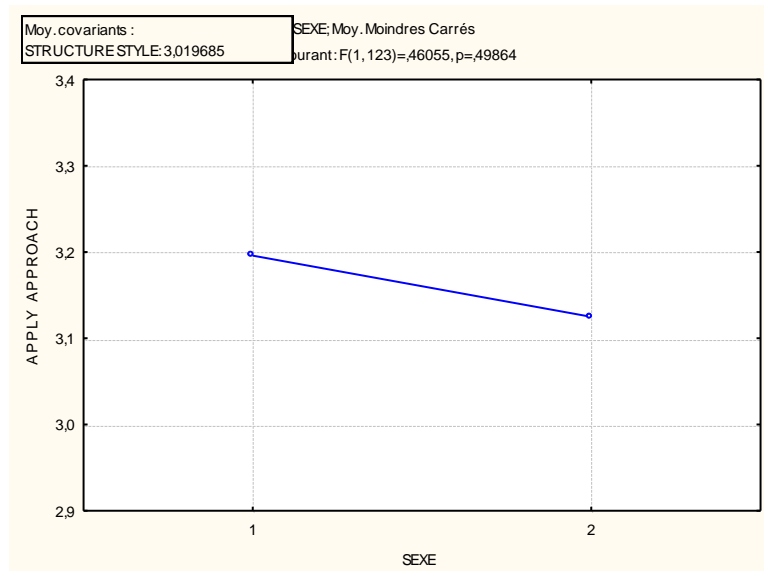
This analysis aims to show that the structured style plays a significant role in the applied approach. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show that the effect of the structured style on the applied approach is very real ($\beta = 0.26$; $t_{(17,108)} = 3.097$; $p = 0.002$).

Table 35: simple regression of structured style on applied approach

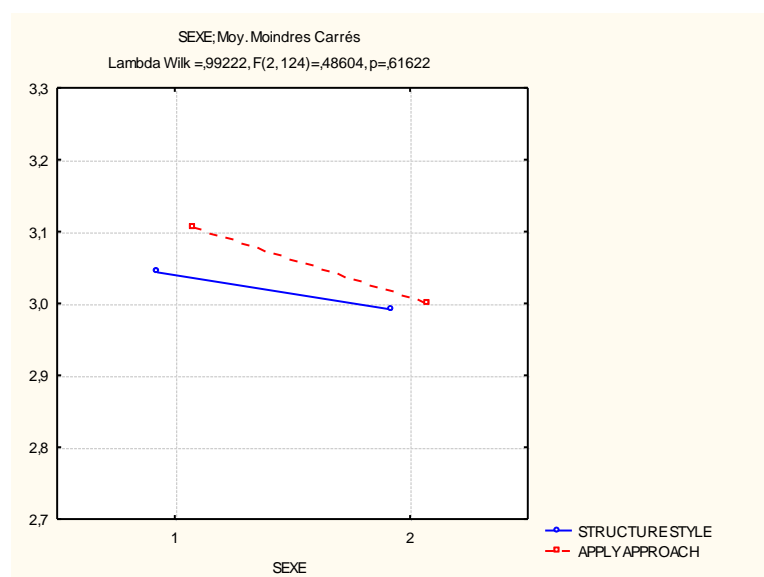
Model		Non-standardized coefficients		Standardized coefficients	you	sig.
		B	standard error	Beta		
1	(Constant)	2,254	.265		8,507	.000
	STYLISH STRUCTURE	.266	.086	.267	3,097	.002

It appears that the applied approach increases with a structured style. However, to ensure that this effect of the perceived structured style on the evaluation of the applied approach varies according to gender, we used the statistical response surface which allows the

crossing between the numerical and nominal variables whose interaction effect on a numerical dependent variable is sought. The graph in the figure below shows that the effect of the perceived structured style on the applied approach does not vary according to gender ($F_{(1,123)} = 0.460; p = 0.498$).



We note that the average scores obtained in the evaluation of the applied approach are globally higher than those of the perceived structured style, both among women and among men. The advantage recorded in men on the applied approach to conflict management is to a lesser extent retained on the perception of the structured style. The graph in the figure below shows that the difference observed between women and men in the evaluation of the two variables remains statistically negligible.



We retain that the structured style determines the management of conflicts. However, this effect of perceived structural style does not vary by genre. This is particularly the case with regard to the understanding of natural responses, the understanding of the context and the applied approach. These results do not support our hypothesis H_3 . The latter is logically invalidated.

❖ Hypothesis 4

H4: social competence plays a significant role in conflict management (Understand Natural Response, Understand Context Apply Approach). This fact is more important in women.

H_{4a} : Understanding Natural Responses

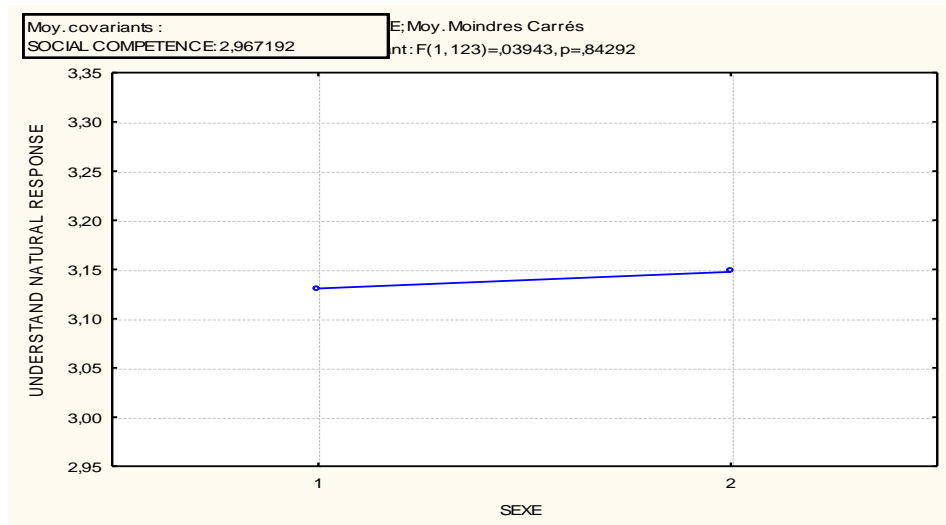
This analysis aims to show that social competence plays a significant role in understanding natural responses. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show that the effect of social competence on the understanding of natural responses is very real ($\beta = 0.36$; $t_{(17,108)} = 4.412$; $p = 0.000$).

Table 36: simple regression of social competence on understanding natural responses

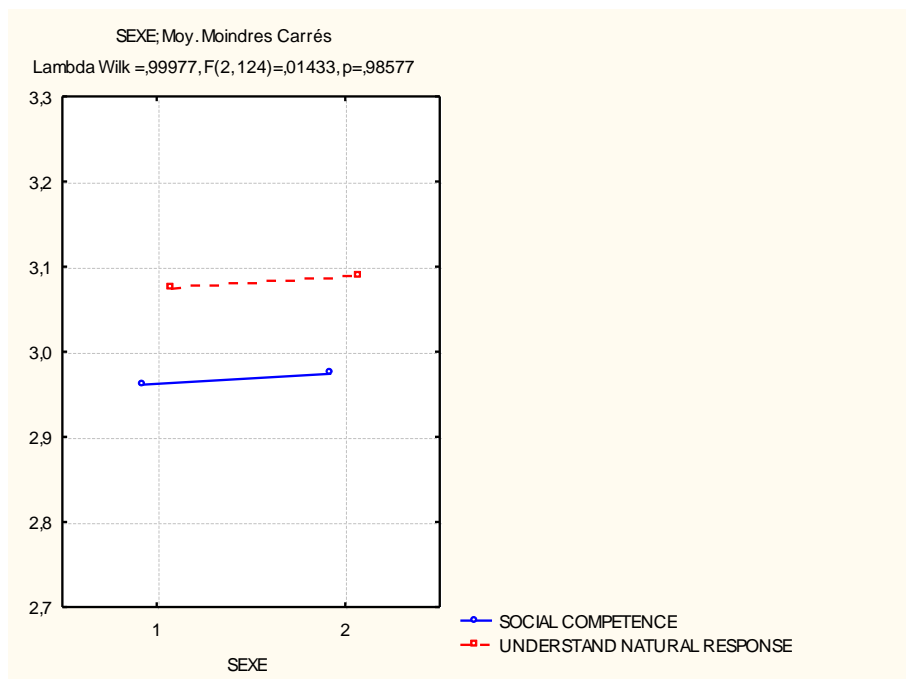
Model		Non-standardized coefficients		Standardized coefficients	you	sig.
		B	standard error	Beta		
1	(Constant)	2,093	.228		9,182	.000
	SOCIAL COMPETENCE	.333	.075	.367	4,412	.000

It appears that the understanding of natural responses increases with social competence. However, to ensure that this effect of social competence on the understanding of natural responses varies according to sex, we used the statistical response surface which allows the crossing between the numerical and nominal variables whose effect we are looking for. Interaction on a numerical dependent variable. The graph in the figure below shows that

the effect of social competence on the understanding of natural responses does not vary according to gender ($F_{(1,123)} = 0.039; p = 0.842$).



We note that the average scores obtained in the understanding of natural responses are generally higher than those of social competence, for both women and men. The advantage recorded among men in terms of understanding the natural responses to conflict management is to a lesser extent retained in terms of social competence. The graph in the figure below shows that the difference observed between women and men in the evaluation of the two variables remains statistically negligible.



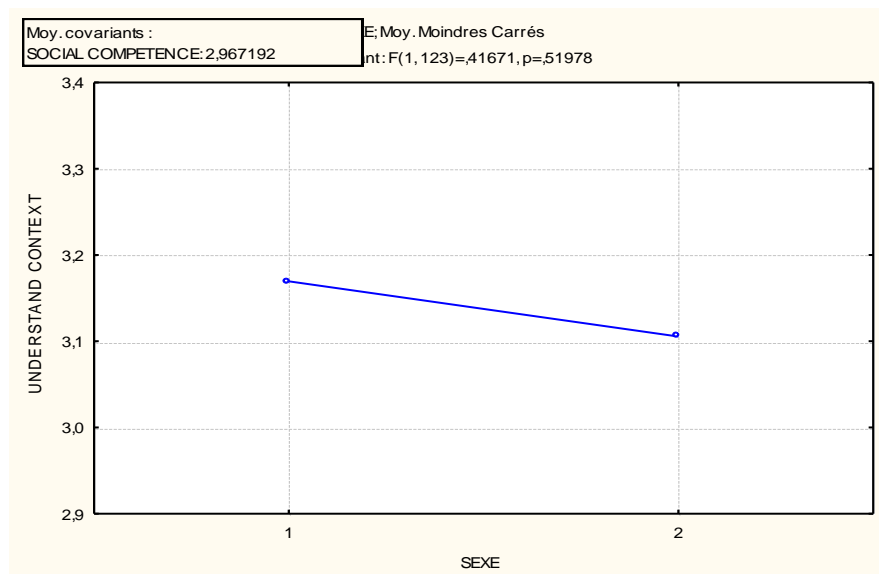
H_{4b} : Understanding the context

This analysis aims to show that social competence plays a significant role in understanding context. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show that the effect of social competence on the understanding of the context is very real ($\beta = 0.27$; $t_{(17,108)} = 3.234$; $p = 0.002$).

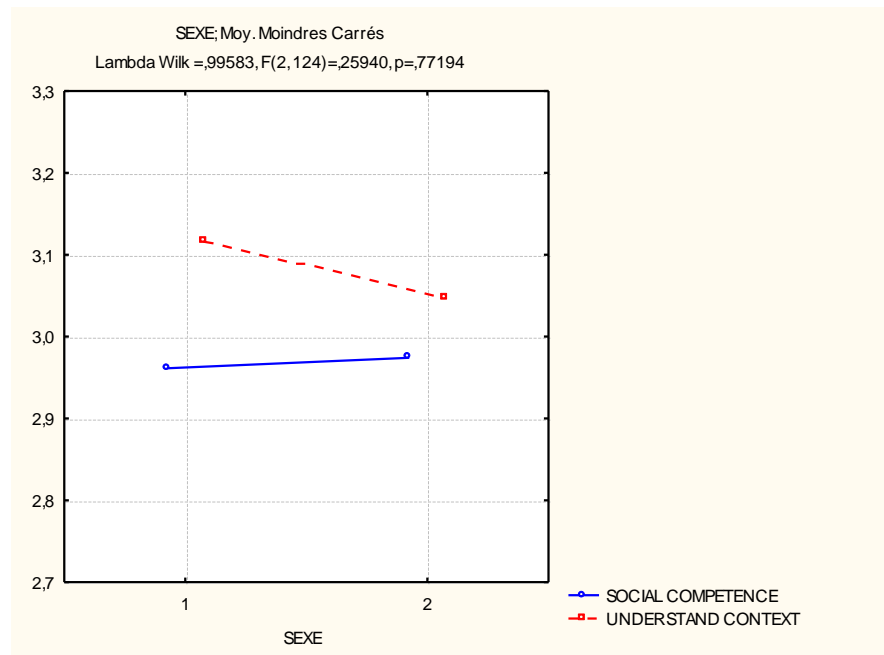
Table 37: simple regression of social competence on understanding of context

Model		Non-standardized coefficients		Standardized coefficients	you	sig.
		B	standard error	Beta		
1	(Constant)	2,245	.265		8,483	.000
	SOCIAL COMPETENCE	.283	.088	.278	3,234	.002

It appears that understanding of the context increases with social competence. However, to ensure that this effect of social competence on the understanding of the context varies according to gender, we used the statistical response surface which allows the crossing between the numerical and nominal variables whose effect we are looking for. interaction on a numerical dependent variable. The graph in the figure below shows that the effect of social competence on understanding context does not vary by gender ($F_{(1,123)} = 0.416$; $p = 0.519$).



We note that the average scores obtained in understanding the context are generally higher than those of social competence, for both women and men. The advantage recorded among women on understanding the context of conflict management seems to be lost to the benefit of men on social competence. The graph in the figure below shows that the difference observed between women and men in the evaluation of the two variables remains statistically negligible.



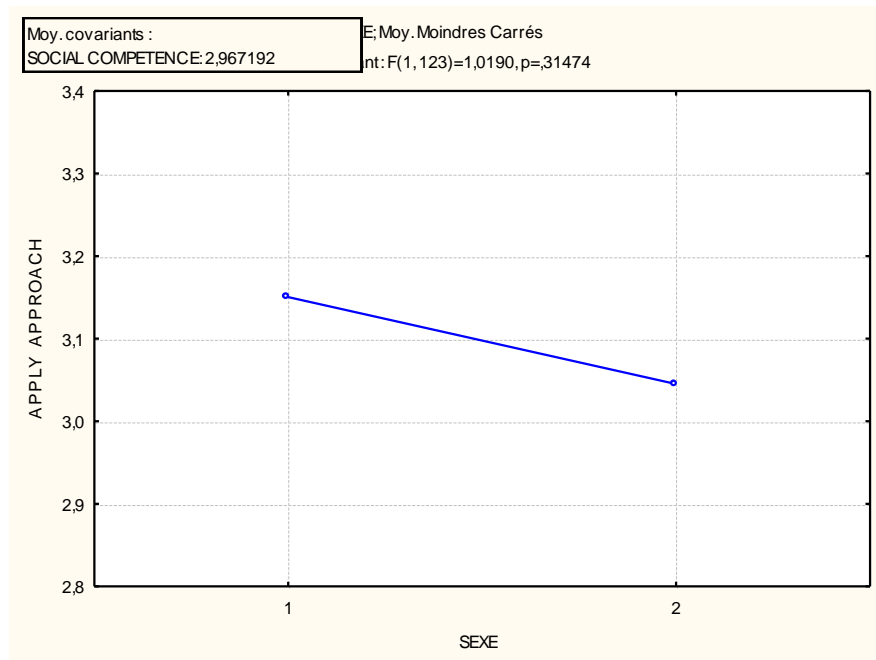
H_{4c} : Applied Approach

This analysis aims to show that social competence plays a significant role in the applied approach. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show that the effect of social competence on the applied approach is very real ($\beta = 0.32$; $t_{(17,108)} = 3.848$; $p = 0.000$).

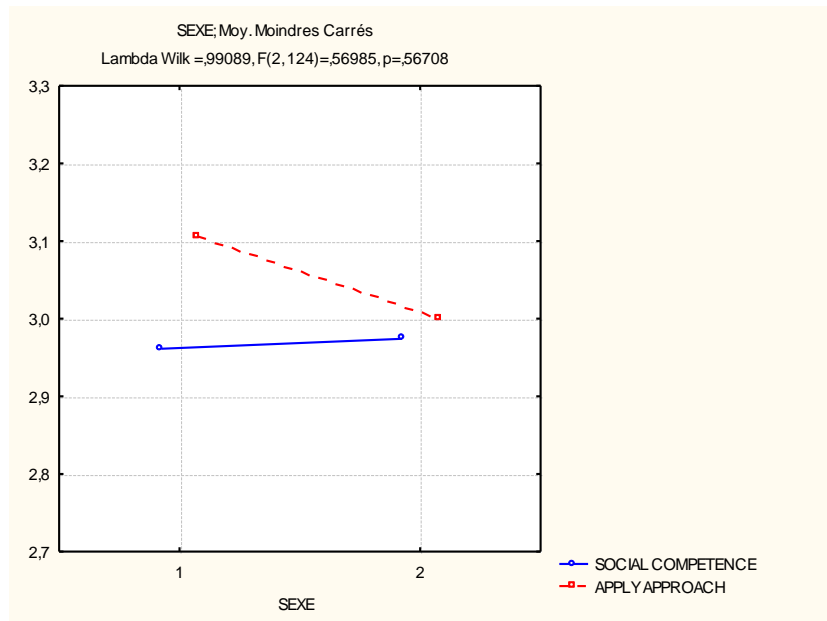
Table 38: simple regression of social competence on applied approach

Model		Non-standardized coefficients		Standardized coefficients	you	sig.
		B	standard error	Beta		
1	(Constant)	2007	.278		7,216	.000
	SOCIAL COMPETENCE	.354	.092	.325	3,848	.000

It appears that the applied approach increases with social competence. However, to ensure that this effect of social competence on the approach applied varies according to sex, we used the statistical response surface which allows the crossing between the numerical and nominal variables whose effect of interaction on a numerical dependent variable. The graph in the figure below shows that the effect of social competence on the applied approach does not vary according to gender ($F_{(1,123)} = 0.019$; $p = 0.314$).



We note that the average scores obtained in the applied approach are generally higher than those of social competence, both among women and among men. The advantage recorded among women on the applied approach to conflict management seems to be slightly lost to the benefit of men on social competence. The graph in the figure below shows that the difference observed between women and men in the evaluation of the two variables remains statistically negligible.



We retain that social competence determines the management of conflicts. However, this effect of perceived social competence does not vary by gender. This is particularly the case with regard to the understanding of natural responses, the understanding of the context and the applied approach. These results do not support our hypothesis H_4 . The latter is logically invalidated.

❖ Hypothesis 5

H5: Work team cohesion plays a significant role in conflict management (Understand Natural Response, Understand Context Apply Approach). This fact is more important in women.

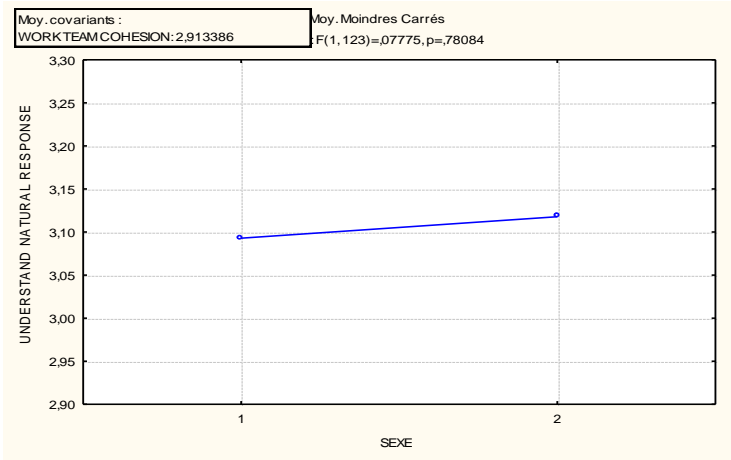
H_{5a} : Understanding Natural Responses

This analysis aims to show that the cohesion of the work team plays a significant role in the understanding of natural responses. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show that the effect of the cohesion of the work team on the understanding of natural responses is very real ($\beta = 0.27$; $t_{(17,108)} = 3.199$; $p = 0.002$).

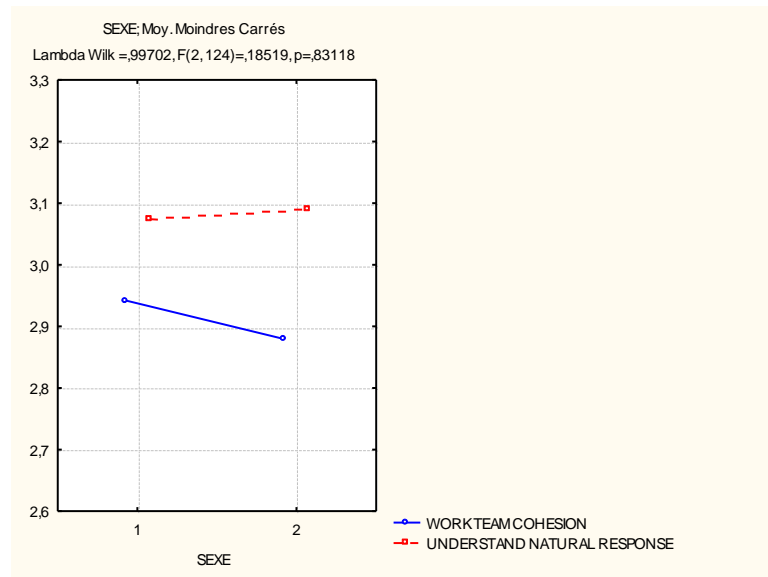
Table 39: simple regression of work team cohesion on understanding natural responses

Model		Non-standardized coefficients		Standardized coefficients	you	sig.
		B	standard error	Beta		
1	(Constant)	2,461	.199		12,392	.000
	WORK TEAM COHESION	.213	.066	.275	3,199	.002

It appears that the understanding of natural responses increases with the cohesion of the work teams. However, to ensure that this effect of the cohesion of the work teams on the understanding of the natural responses varies according to gender, we used the statistical response surface which allows the crossing between the numerical and nominal variables which we are looking for. the interaction effect on a numerical dependent variable. The graph in the figure below shows that the effect of work team cohesion on the understanding of natural responses does not vary according to gender ($F_{(1,123)} = 0.077; p = 0.780$).



We note that the average scores obtained in the understanding of natural responses are generally higher than those of social competence, for both men and men. The advantage recorded among men on the understanding of the natural responses to conflict management seems to be lost to the benefit of women on the cohesion of work teams. The graph in the figure below shows that the difference observed between women and men in the evaluation of the two variables remains statistically negligible.



***H*_{5b}: Understanding the Context**

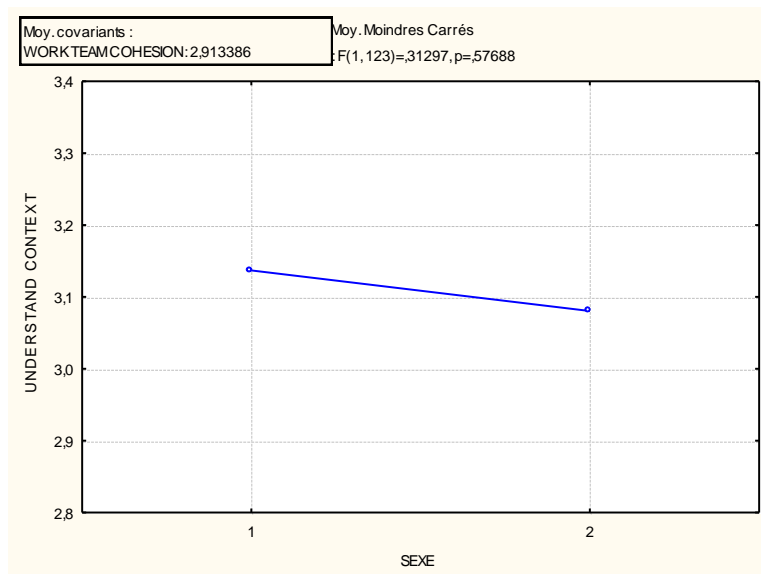
This analysis aims to show that the cohesion of work teams plays a significant role in understanding the context. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show that the effect of the cohesion of the work teams on the understanding of the context is very real ($\beta = 0.24$; $t_{(17,108)} = 2.851$; $p = 0.005$).

Table 40: simple regression of the cohesion of the work teams the understanding of the context

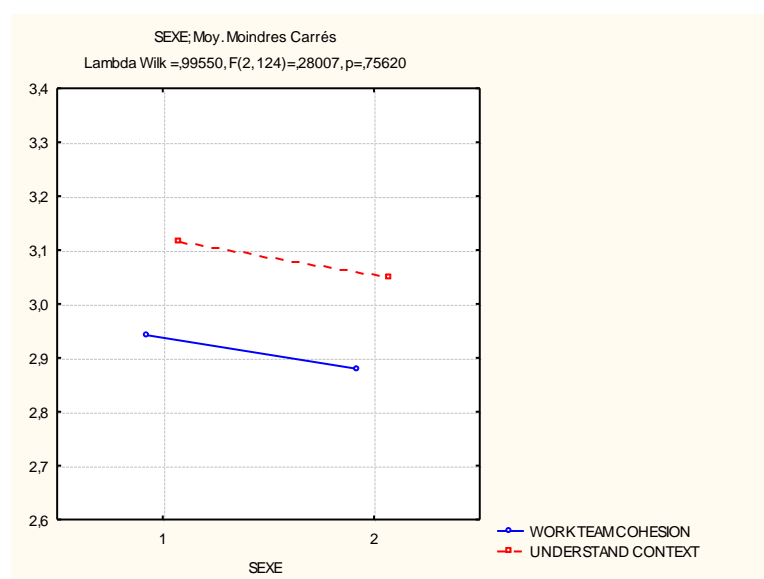
Model		Non-standardized coefficients		Standardized coefficients	you	sig.
		B	standard error	Beta		
1	(Constant)	2,460	.225		10,932	.000
	WORK TEAM COHESION	.215	.075	.247	2,851	.005

It appears that the understanding of the context increases with the cohesion of the work teams. However, to ensure that this effect of the cohesion of the work teams on the understanding of the context varies according to gender, we used the statistical response surface which allows the crossing between the numerical and nominal variables whose interaction effect on a numerical dependent variable. The graph in the figure below shows that

the effect of the cohesion of work teams on the understanding of the context does not vary according to gender ($F_{(1,123)} = 0.319; p = 0.576$).



We note that the average scores obtained in the understanding of the context are generally higher than those of the cohesion of the work teams, for both women and men. The advantage recorded among women on understanding the context of conflict management is maintained over men on the cohesion of work teams. The graph in the figure below shows that the difference observed between women and men in the evaluation of the two variables remains statistically negligible.



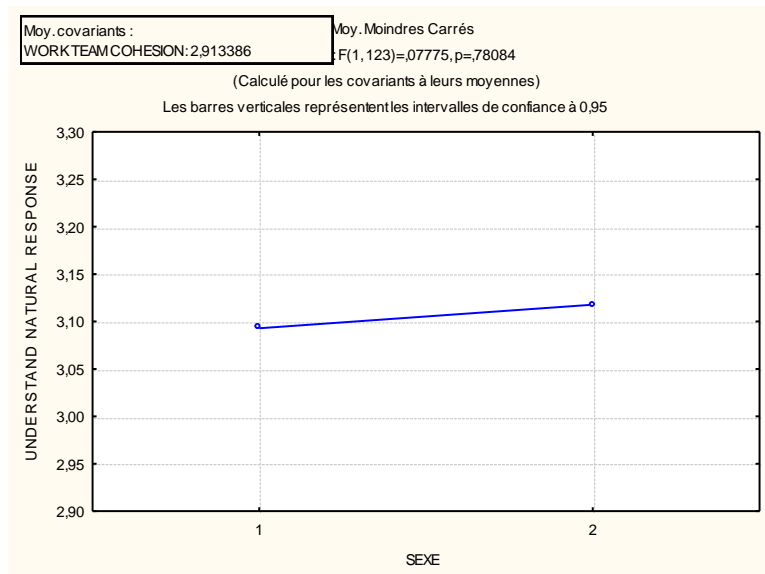
H_{5c} : Applied Approach

This analysis aims to show that the cohesion of the work teams plays a significant role in the applied approach. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show that the effect of work team cohesion on the approach applied is very real ($\beta = 0.35$; $t_{(17,108)} = 4.180$; $p = 0.000$).

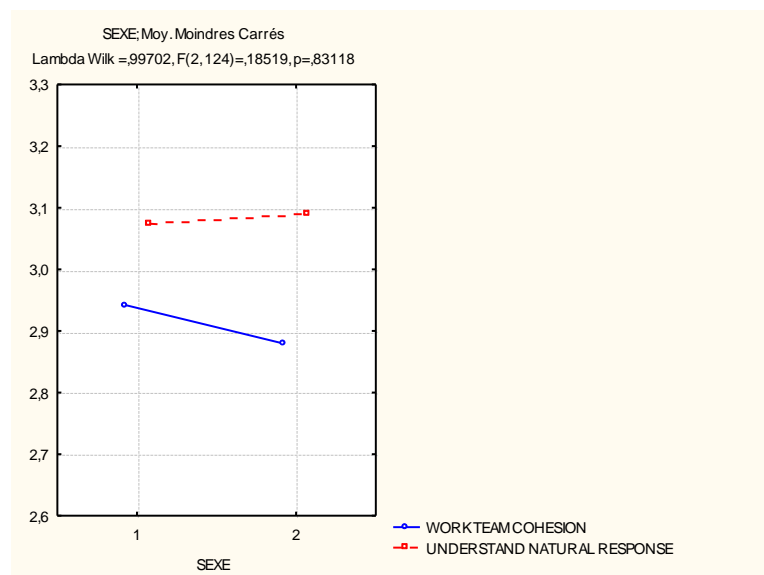
Table 41: simple regression of the cohesion of the work teams on the applied approach

Model		Non-standardized coefficients		Standardized coefficients	you	sig.
		B	standard error	Beta		
1	(Constant)	2,111	.232		9,091	.000
	WORK TEAM COHESION	.325	.078	.350	4,180	.000

It appears that the applied approach increases with the cohesion of the work teams. However, to ensure that this effect of the cohesion of the work teams on the applied approach varies according to gender, we used the statistical response surface which allows the crossing between the numerical and nominal variables whose interaction effect on a numerical dependent variable. The graph in the figure below shows that the effect of work team cohesion on the approach applied does not vary according to gender ($F_{(1,123)} = 0.077$; $p = 0.780$).



We note that the average scores obtained in the applied approach are generally higher than those of the cohesion of the work teams, for both women and men. The advantage recorded among men on the applied approach to conflict management seems to be lost to the benefit of women on the cohesion of work teams. The graph in the figure below shows that the difference observed between women and men in the evaluation of the two variables remains statistically negligible.



We note that the cohesion of work teams determines the management of conflicts. However, this effect of perceived work team cohesion does not vary by gender. This is particularly the case with regard to the understanding of natural responses, the understanding

of the context and the applied approach. These results do not support our hypothesis H_5 . The latter is logically invalidated.

❖ **Hypothesis 6**

H6: Social resources plays a significant role in conflict management (Understand Natural Response, Understand Context Apply Approach). This fact is more important in women

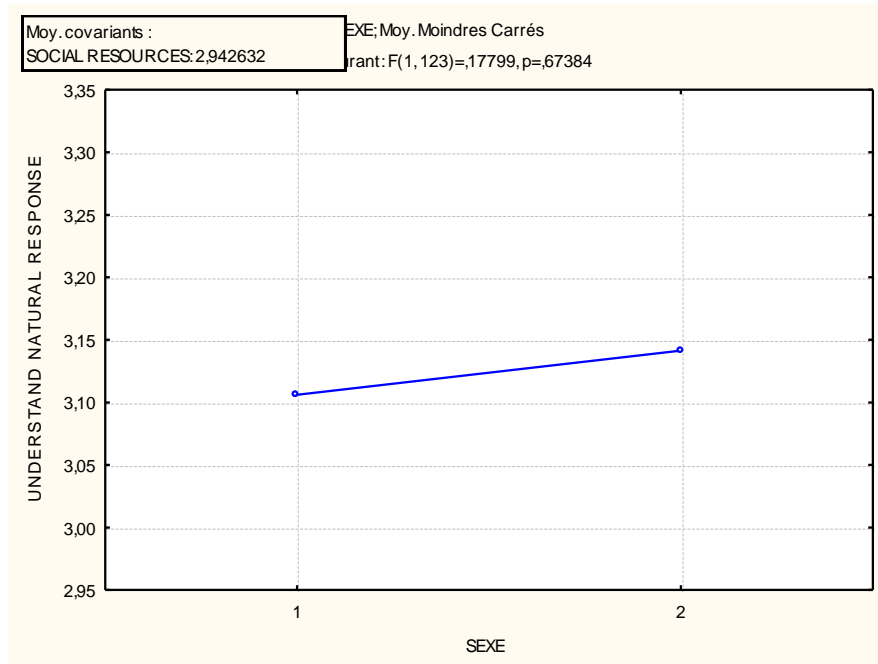
H_{6a} : Understanding the context

This analysis aims to show that perceived social resources play a significant role in understanding natural responses. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show that the effect of perceived social resources on the understanding of natural responses is very real ($\beta = 0.42$; $t_{(17,108)} = 5.194$; $p = 0.000$).

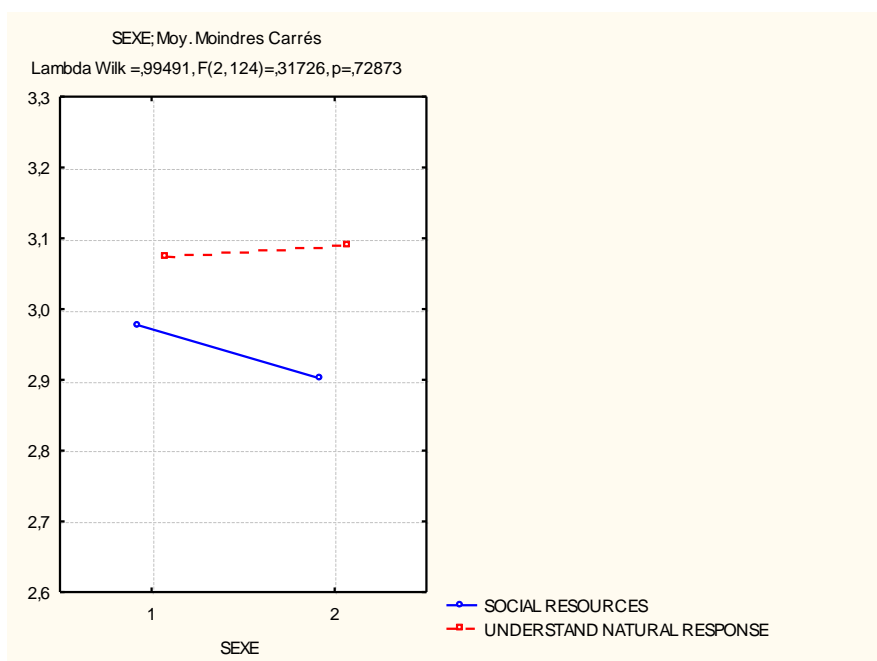
Table 42: simple regression of social resources on the understanding of natural responses

Model		Non-standardized coefficients		Standardized coefficients	you	sig.
		B	standard error	Beta		
1	(Constant)	2,106	.192		10,963	.000
	SOCIAL RESOURCES	.331	.064	.421	5,194	.000

It appears that the understanding of natural responses increases with perceived social resources. However, to ensure that this effect of perceived social resources on the understanding of natural responses varies according to gender, we used the statistical response surface which allows the crossing between the numerical and nominal variables whose effect we are looking for. Interaction on a numerical dependent variable. The graph in the figure below shows that the effect of perceived social resources on the understanding of natural responses does not vary according to gender ($F_{(1,123)} = 0.177$; $p = 0.673$).



We note that the average scores obtained in the understanding of natural responses are generally higher than those of social resources for both men and men. The advantage recorded in men on the understanding of natural responses to conflict management seems to be lost to the benefit of women on perceived social resources. The graph in the figure below shows that the difference observed between women and men in the evaluation of the two variables remains statistically negligible.



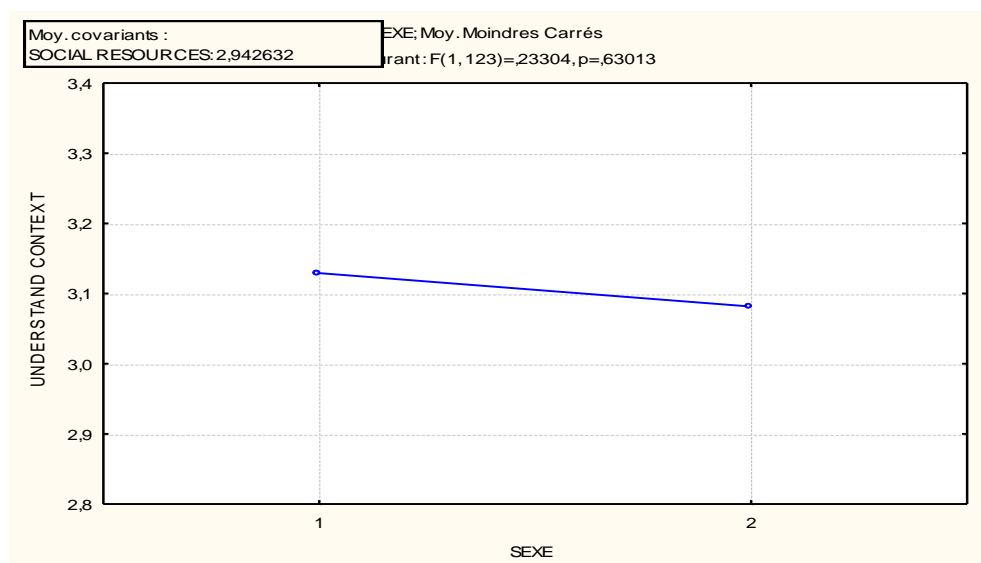
H_{6b} : Understanding the context

This analysis aims to show that social resources play a significant role in understanding context. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show that the effect of social resources on the understanding of the context is very real ($\beta = 0.32$; $t_{(17,108)} = 3.828$; $p = 0.000$).

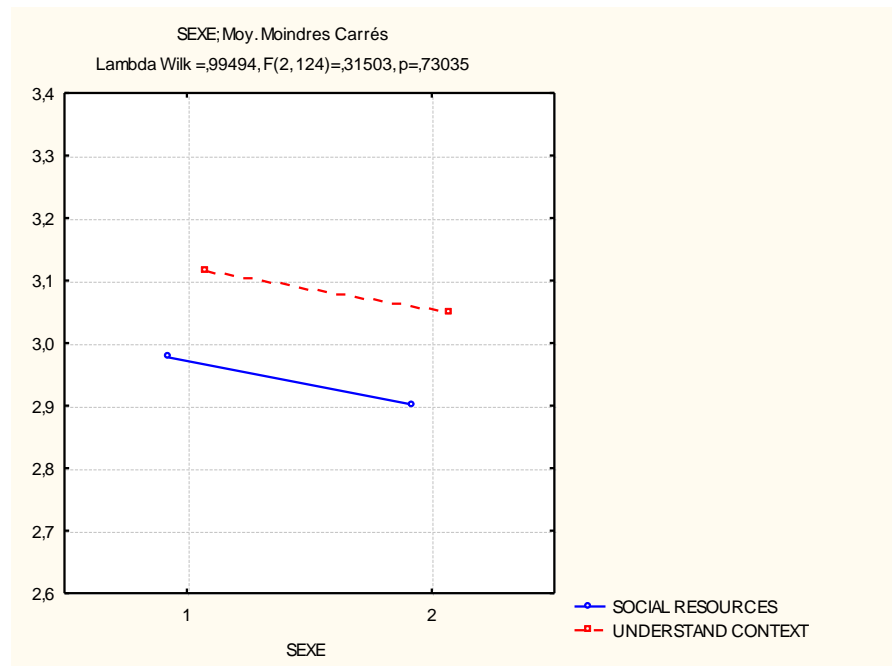
Table 43: simple regression of social resources on understanding of context

Model		Non-standardized coefficients		Standardized coefficients	you	sig.
		B	standard error	Beta		
1	(Constant)	2,243	.225		9.956	.000
	SOCIAL RESOURCES	.286	.075	.324	3,828	.000

It appears that the understanding of the context increases with the perceived social resources. However, to ensure that this effect of social resources on the understanding of the context varies according to gender, we used the statistical response surface which allows the crossing between the numerical and nominal variables whose interaction effect we are looking for. on a numerical dependent variable. The graph in the figure below shows that the effect of social resources on understanding context does not vary by gender ($F_{(1,123)} = 0.233$; $p = 0.630$).



We note that the average scores obtained in the understanding of the context are generally higher than those of the perceived social resources, for both women and men. The advantage recorded among women in terms of understanding the context of conflict management seems to be maintained over men in terms of the evaluation of social resources. The graph in the figure below shows that the difference observed between women and men in the evaluation of the two variables remains statistically negligible.



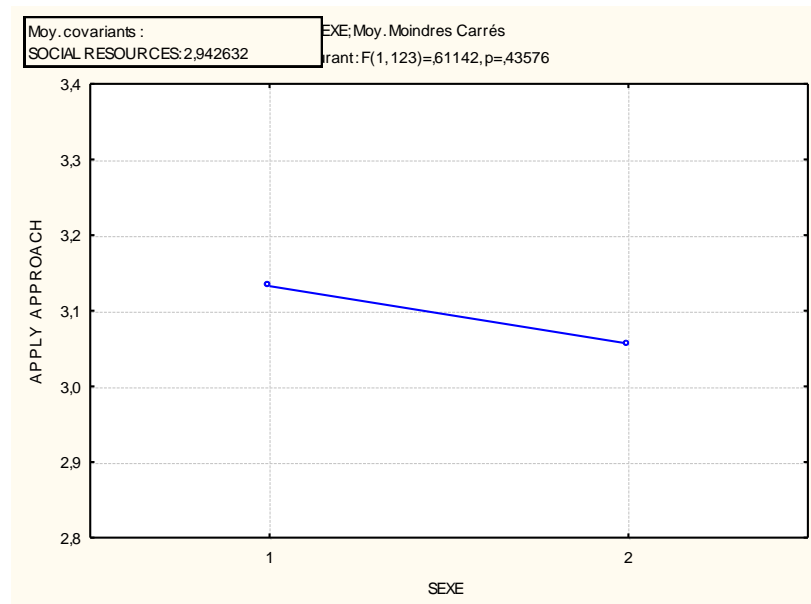
H_{6c} : Applied Approach

This analysis aims to show that perceived social resources play a significant role in the applied approach. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show that the effect of perceived social resources on the applied approach is very real ($\beta = 0.48$; $t_{(17,108)} = 6.13$; $p = 0.000$).

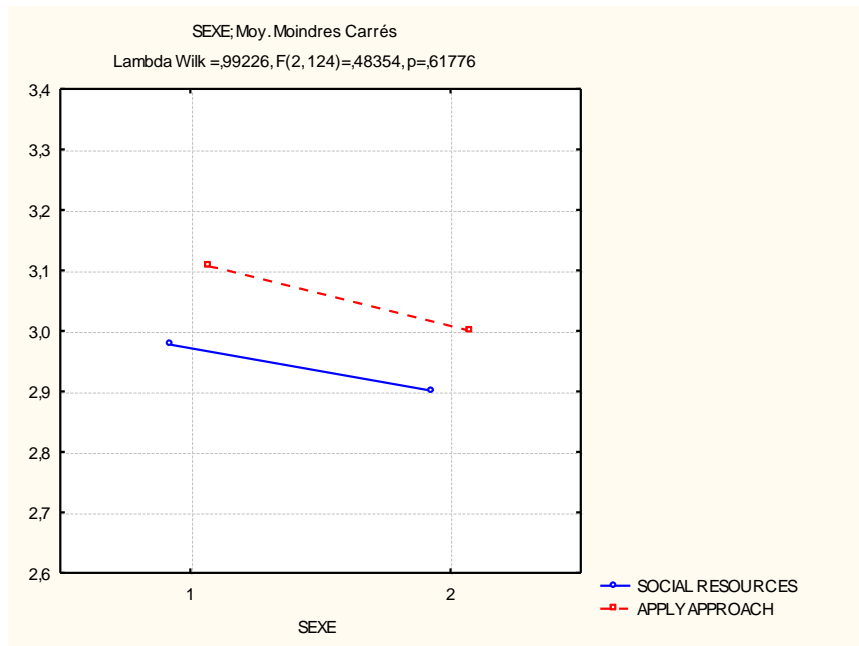
Table 44: simple regression of social resources on applied approach

Model		Non-standardized coefficients		Standardized coefficients	you	sig.
		B	standard error	Beta		
1	(Constant)	1,723	.223		7,730	.000
	SOCIAL RESOURCES	.453	.074	.481	6,130	.000

It appears that the approach applied increases with the perceived social resources. However, to ensure that this effect of perceived social resources on the approach applied varies according to gender, we used the statistical response surface which allows the crossing between the numerical and nominal variables whose effect of interaction on a numerical dependent variable. The graph in the figure below shows that the effect of perceived social resources on the approach applied does not vary according to gender ($F_{(1,123)} = 0.611; p = 0.43$).



We note that the average scores obtained in the applied approach are generally higher than those of the perceived social resources, for both women and men. The advantage recorded for women on the applied approach to conflict management seems to be preserved over men with regard to perceived social resources. The graph in the figure below shows that the difference observed between women and men in the evaluation of the two variables remains statistically negligible.



We retain that the perceived social resources determine the management of conflicts. However, this effect of perceived social resources does not vary by gender. This is particularly the case with regard to the understanding of natural responses, the understanding of the context and the applied approach. These results do not support our hypothesis H_6 . The latter is logically invalidated.

At the end of these inferential analyses, we can conclude that resilience contributes to effective conflict management in work teams. However, this effect of resilience on conflict management does not vary according to gender. We have the feeling that being a man or a woman has no real impact on the relationship that exists between the two variables. The present results will be interpreted and discussed in the following chapter devoted to this effect.

CHAPTER 6 : DISCUSSION

The general objective pursued by this study was to verify if women has a resilient role in conflict management in an organization. Results obtain from this research rejected the fact that women are more resilient than men in the process of conflict management. The results obtain shows that women and men has the same capacity in managing conflict in an organization. This chapter is devoted to discussing the results of this research.

6.1. INTERPRETATION OF DESCRIPTIVE RESULTS

6.1.1. Resilient

In the present study, resilience at work was studied in six dimensions namely: Perception of self, Perception of future, structured style, Social competence, Work team cohesion and Social resources. The results of the descriptive analysis showed that these six forms of resilience at work are present among the workers interviewed even if they show great variability. The indices of central tendency (Mean) and dispersion (standard deviation) show that the most developed dimension of resilience is the perception of the future (mean = 3.08; SD = 0.62), followed by Structured style (mean = 3.01; SD = 0.62), then Social competence mean = 2.96; SD = 0.56), then social resources (mean=2.94; SD = 0.65), Work team cohesion (mean =2.91; SD = 0.66) and finally perception of self (mean = 2.90 SD = 0.57). it must therefore be said that the workers we interviewed as part of this study seem to show a lot of resilience at work. They have a great ability to overcome obstacles and difficulties. Evolving in the same work teams, these workers take into account the aspect of time (future) and seem to rely more on social resources to cope with work situations. These results demonstrate that Cameroonian workers are very resilient; they bear a lot of pressure generated by an unstructured labor market (Nyock Ilouga, 2019). Similar results were found in the work of Friberg et al (2005) with 482 workers in Norway showing a high level of work resilience in spite of rather difficult working conditions.

Furthermore, this resilience at work has been shown to contribute to well-being and reduce psychosocial issues. A resilient worker should be authentic, empathic and warm. This can impact positive social orientation they show towards other people or interpersonal relation at work ; (Werner, 2001). Social competence may be regarded as an overall construct for understanding how successfully people manage social relationships which is important for

resilience. (Luthar; 1991), Work team cohesion when members of an organizations remain united, they become resilient and this can lead to increase in productivity of an organization. This also gives a feeling to the members that they are contributing greatly to the growth of the organization. Structured style here; refer the way an organization is orderly presented. A well-presented organization with good manager can build employees resilience.

Furthermore, Perception of self helps to measure ones strength and how he relates with other employees. Studies by Hjemdal et al, (2001), has proven that it has an influence on how employees relate with each other; employees with high self-esteem will do everything possible best to preserve their dignity and will do everything to relate positively with their colleagues at work. This is the same case with perception of future those who have a positive look at the future will do everything to preserve a good climate at work. Employees who have plans to work in a particular organization for a long time or an employee who want to build his or her career in a particular organization will do his best possible to maintain good interpersonal relationship at work. Finally, these results clearly indicate that the items tested has a relationship with resilience to this end, resilient at work has to be encourage.

6.1.2. Conflict management

As part of this study, we examined three methods or way of conflict management which is, understand natural responses, understand context and apply approach. The results of the descriptive analyzes revealed that employees understand the various ways of conflict management in an organization. The indices of central tendency (mean) and dispersion (standard deviation) show that understand natural (means=3.08; SD = 0.51), understand context (means = 3.08; SD = 0.57). Apply approach (means=3.05; SD = 0.57). These results clearly indicate that conflict management can be handled by all employees whether male or female.

The comprehension of the natural responses and those of the context seem to obtain equivalent scores. We have the feeling that conflict management simultaneously takes personal and contextual aspects into account in decision-making. Natural response as a way or method to managing conflict in an organization requires acceptance to live with conflict or the sensitization of employees on how to work and cope with conflict. Conflict is a natural phenomenon that exists as a result of interpersonal relation in an organization. Secondly; we have understanding understand context as method of conflict management. When it comes to conflict management; it very important not to jump into conclusion one has to know the root

cause of conflict before bringing in any solution. Thirdly; we have applied approach. Here; one has to examine the cause and the consequences of conflict in our research; questionnaire was administered and the result tested shows that all employees understood methods of conflict management in an organization.

The results show that, organizations are encouraged to involve women in the process of conflict management since men and a woman has the same level of understanding and managing conflict in an organization. it should be noted that even though the analyzes shows that both men and women have the same capacity in managing conflict; in most organization the involvement of women into conflict management process is really a serious problem. The results obtained can be supported by The Gender schema theory which confirms these attributes of women, (Bem, 1981). This theory combines the social learning and cognitive learning theories. Gender Schema theory implies children learn about what it means to be male and female from the culture in which they live. It concerns the development of an internal Schema, or mental framework which organizes and directs the behaviour of an individual. This affirms that naturally both men and women have the same capacity in conflict management (Brannon, 2002).

6.2. DISCUSSION OF THE RESULTS OF THE MAIN DRIVER ANALYSIS

In this section, it will consist for us to discuss the results obtained in the various tests of hypotheses. Firstly, all the resilience factors were themselves highly correlated, implying that if individuals experienced strong personal strength or social competence, they most probably also experienced a coherent and stable team or good social resources. Resilience factors were confirmed by showing positive correlations of moderate to strong association. The same finding was evident for the relation between resilience and conflict management all being positively

6.2.1 Perception of self and Understanding natural responses Understand Context Apply Approach:

The first hypothesis of the study was formulated as follows: perception of self plays a significant role in conflict management, this fact is more important in women. From the results obtain, it shows the effect of self-knowledge on the understanding of natural responses does not vary according to gender.it shows that those who have high self-esteem will do everything at their power to prevent conflict in an organization this may not just be for

preventing conflict but it could be to preserve their pride: individuals or employees who value themselves always try to manage conflict. Individuals or employees with this personality naturally manage conflict in an organization without a second thought. The results show that the effect of self-perception on the understanding of natural responses is very real ($\beta = 0.428$). We note that the understanding of natural responses is generally superior to self-knowledge, both in women and in men. This is the same situation with understanding of natural response. The exceptional case here is that of apply approach which shows that the effect of self-knowledge on the approach applied varies according to gender ($F_{(1,123)} = 2.196; p = 0.024$). This hypothesis cancels the fact that women are more resilient than men but makes us understand that both men and women have the same capacity of managing conflict.

Although the hypothesis is invalidated, the result obtained between self-perception and conflict management is quite interesting. Self-knowledge, which is a dimension of resilience, improves conflict management. Workers who believe in their abilities and who have good personal resources to deal with difficulties in the workplace tend to avoid conflict and promote harmony at work. This result is consistent with the work of Leblanc et al (2005), and Duguay (2016), who showed that confident, autonomous and resilient workers favor dialogue, train it and avoid conflict. The work of Favaro (2014), has shown that workers with a high level of resilience develop positive emotions at work and adopt prosocial behaviors in work teams.

6.2.2. Perception of future and conflict management

The second hypothesis of the study was formulated as follows: perception of the future plays a significant role in conflict management, this fact is more important in women. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. From the results obtained it is confirmed that perception of the future has an influence in conflict management in an organization: employees who look at the future of an organization positively can manage organizational conflict effectively. This is because they have plans to build a career in the organization. When managing conflict, people with such resilience skills will try to get to the root cause of the conflict. They will further look for all possible means to resolve the conflict that is by knowing the cause that is understanding context and a method of managing conflict that is apply approach so as not to let the conflict escalate. The results show that the effect of the perception of the future on the understanding of natural responses is very real. The results

obtain for shows that, the effect of the perceived future on understanding natural responses does not vary by gender. This shows that both men and women have the same capacity of managing conflict.

6.2.3. Structured style and conflict management

The third hypothesis of the study was formulated as follows structured style plays a significant role in conflict management; this fact is more important in women. The structure here refers to how the organization is been organized. An organization that is well presented and task are well define will definitely create employees' resilience. Conflict management in such organization requires little or no stress since individuals know where to fit in and also exactly what to do since rules are well define:

Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show that the effect of the structured style on the understanding of natural responses is very real structured style on the understanding of natural responses, understand context apply Approach does not vary according to gender

6.2.4. Social competence and conflict management

The fourth hypothesis of the study was formulated as follows social competence plays a significant role in conflict management, this fact is more important in women. The analysis was aimed to show that social competence plays a significant role in understanding natural responses understanding context and apply approach. Social competence here refers to how individual relate with other employee at work their capacity to deal with interpersonal conflict both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show that the effect of social competence on the understanding of natural responses understanding context and apply approach is very real. Effect of social competence on the understanding of natural responses does not vary according to gender.

Workers, regardless of their sex, seem to manage conflicts well in the organization. Workers who have a range of social skills (adaptability, relational quality, etc.) seem to manage conflicts better. Women, in accordance with the work of Rutter (2006), since they seem to have a fairly high level of social competence compared to men, manage conflicts better. Unfortunately, the results obtained do not support this idea. In a Cameroonian socio-

professional context that seems to increasingly favor gender equality; these results do not seem surprising.

6.2.5. Work team cohesion and Conflicts management

This hypothesis of the study was formulated as follows work team cohesion plays a significant role in conflict management. This fact is more important in women. There is this saying that unity is strengthen this statement fit so well in team cohesion in an organization. When employees are united; conflict naturally is avoid: employees are who together as team with a team spirit can easily manage conflict among them. Conflict management becomes a natural phenomenon to the employee who work as team. The analysis here aimed to show that cohesion of the work team plays a significant role in the understanding of natural responses understanding context and apply approach. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis.

The cohesion of work teams seems to have a positive effect on conflict management regardless of gender. Collaboration, mutual aid, solidarity as drivers of well-being and worker productivity. In a study devoted to the prevention of aggressive behavior within work teams, the work of Ambassa and Nyock Ilouga (2021), showed that good relations within work teams develop positive emotions at work, improve atmosphere, facilitate productivity and reduce counterproductive behavior at work, including conflicts.

6.2.6. Social resources and conflict management.

This hypothesis of the study was formulated as follows Social resources plays a significant role in conflict management, this fact is more important in women. Most conflict in organizations are cause by lack of social resources. If social resources are well managed; conflict will be naturally avoided. The analysis was aimed to show that perceived social resources play a significant role in understanding natural responses understanding context and apply approach. Both variables were assessed using numerical scales. We logically chose to perform a linear regression analysis to test this hypothesis. The results show that the effect of perceived social resources on the understanding of natural responses is very real. perceived social resources on the understanding of natural responses apply approach does not vary according to gender

All hypotheses tested rejected the fact that women are more resilient than men in the process of conflict management in an organization. The hypothesis affirmed the fact both men

and women have the same ability in managing conflict in an organization. Also, the results of our study are supported by resilience and conflict management theories. The resilient theory of (Rutter, 2006) supported our research as he analysed resilience as a person who has good resilience is said to be able of coping with negative emotions and situations. And a person who is supposed to be good in an organization should have a personality with optimism and hope and a person who has resilience is likely to have good organizational behaviour. A person who has good resilience is said to be able of coping with negative emotions and situations. And a person who is supposed to be good in an organization should have a personality with optimism and hope and a person who has resilience is likely to have good organizational behaviour. In the same, a person who has good resilience can easily relate with other and manages conflict well in organization (Rutter, 2006).

6.3. RECOMMENDATIONS

In view of the results obtained in our research, we can formulate some recommendations in an organization. It is important for organization to give the same opportunities to its employees in the process of managing conflict as the results obtained reject the fact that women are more resilient than men in the process of managing conflict.

We encourage the involvement of women in the process of conflict management. The myth that women are a “weaker sex” when it comes to conflict management should be cancelled as the employees share the same vision and the same objectives to ensure its survival and development of the organization. Thus if men and women are given the same opportunity feel more concerned and more involved this will automatically push them to be more effective. This can also be seen in Gender Equality: the concept that all human beings are free to develop their personal abilities and make choices without the limitations set by strict gender roles; that the different aspirations and needs of women and men are considered, valued and favoured equally (Holzner, Neuhold, and Weiss-Gänger 2010). It means being equal, visibility, empowerment and participation in management processes like conflict management (Igwe 2014).

- The exclusion of women from decision-making positions as regards to conflict management must stop. Women must be involved more than the men in conflict resolution because both men and women have the same capacity to manage conflicts.
- Women must be provided with the necessary spaces for their voices to be heard and their contributions must be acknowledged.

- The men folk must be oriented to put more time and efforts at the home front, so as to give women more time and energy to seek for employment outside the homes in order to help in dispelling conflict and its consequences in organization where they found themselves.
- The profile of women must be raised in conflict prevention resolution, post conflict peace building both among indigenous people and among general people.
- Women must be encouraged to seek decision-making positions and build mechanisms which enable them to have access to such positions whether in the traditional or modern governance system.
- Any decision concerning conflict% management must involve women as well as involving them during implementation.
- Encourage individuals to build resilience as it is said Resilience is not a genetic trait. It is derived from the ways that people learn to think and act when faced with obstacles large and small. It's a skill that takes practice. Resilience works like a muscle we can build through effort and repetition, and we want to keep our muscles strong and flexible so we can think of many ways to solve a problem. Resilience is the belief that while you can't control everything in your life, there are many aspects you can control, including your attitude (Alvord,2002).

6.4. LIMITATIONS

Some limitations of the study should be mentioned. This study was not carried out in all organizations in Yaounde. It would be important to extend the study to other forms of organizations such as governmental ones. Also, the researcher did not evaluate all other aspects of resilience and conflict management. Beyond the limitations, this study has contributions and offers food for thought for future research.

6.5. CONCLUSION

As conflict is a natural state of affairs in organization which is bound to happen, efforts must be made to prevent and manage conflict when it comes. There are some conflicts that can be resolved and that is they may not rear up again, but there are some that cannot be resolved, then they must be managed properly by competent hands so as to prevent them from making the organization unproductive. There should not be any gender discrimination in the

process of conflict management since men and women have the same ability in managing conflict. Any decision concerning conflict management must involve women as well as involving them during implementation. Organizations are also encourage to help employees build resilience.

CONCLUSION

This piece of work was carried out to show or prove the resilient role of women in conflict management in an organization. To arrive at a conclusion, this scientific research was organized into two main parts: the theoretical framework and the operational framework. The theoretical framework constituted three chapters (chapter 1,2 and 3) while the operational framework constituted three chapters (chapter 4,5 and 6). However, chapter one known as problem statement gave a general background of the study by insisting the discrimination and absences of women in the process of conflict management in an organization. This chapter is divided into: empirical (the direct and indirect observation of the studied which can be analyzed) and theoretical (the context which introduces and describe the theory that explains why the research problem under study exists, it is the lens through which we evaluate our research problem and research question with the help of formulated theories to explain, predict and understand the studied phenomenon).

Chapter two entitled literature review permitted the assembling of works that tackle our thematic which permitted us to know what has been done and what is left to be done. Literature Review is a survey of important articles, books and other sources pertaining to the research topic. This review of the professionals' literature contextualizes, or frames research and also give readers the necessary background to understand the research. The main purpose of literature review is to clarify some fundamental concepts involved in the study, to find out what other scholar or professionals have gaps to be filled up.

Chapter three presented theories which permitted the explanation of conflict management and resilience. Many researchers have carried out studies on the same top but what differentiates them from each other, is the theoretical framework. In this chapter, we chose to work with conflict management and resilience theories which permit the explanation of the resilience role of women in conflict management.

In the second part of our study which entitled the operational framework. It equally constituted three chapters: chapter four which elaborated the methodology design that permitted us to collect data. This chapter discusses the procedures and approach taken to collect and analyze the data from our survey. Choice and development of data collection instrument, pretest and validation of the data collection instrument), the administration of the

questionnaire, the processing tool and finally difficulties encountered. Chapter five consecrated to the analysis and interpretation of data. This chapter gives a clear, precise and concise presentation of the results of the analysis of the data collected from the sample of 127 employees working in some non-governmental organizations in the city of Yaoundé. The data collected in this way was processed twice. The results obtained at the end of the descriptive and inferential analyzes will be presented in this chapter. Chapter six which is the last chapter focused on the summary and discussion of the results obtained from the research. this chapter is made up of discussions of various tests of hypotheses.

This study had an objective to show the resilience of women and men in conflict management in an organization. After the test, the result obtained prove that gender or sex has the same ability in conflict management. The results obtained shows that men and women have the same capacity of resilience and can both manage conflict in an organization. The result obtained rejects the fact that women are more resilient that men in the process of conflict management in an organization.

As conflict is a natural state of affairs in organization which is bound to happen, efforts must be made to prevent and manage conflict when it comes. There are some conflicts that can be resolved and that is they may not rear up again, but there are some that cannot be resolved, then they must be managed properly by competent hands so as to prevent them from making the organization unproductive. There should not be any gender discrimination in the process of conflict management since men and women have the same capacity in managing conflict. Any decision concerning conflict management must involve women as well as involving them during implementation. Organizations are encouraged to help employees build resilience.

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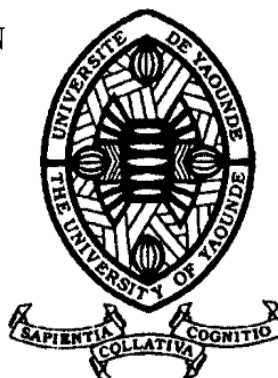
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ANNEXES

REPUBLIQUE DU CAMEROUN
Paix – Travail – Patrie

UNIVERSITE DE YAOUNDE I
 Faculté des Arts, Lettres et Sciences
 Humaines

**DEPARTEMENT DE
 PSYCHOLOGIE**
 B.P 7011 Yaoundé (Cameroun)



REPUBLIC OF CAMEROON
Peace – Work – Fatherland

UNIVERSITY OF YAOUNDE I
 Faculty of Arts, Letters and Social Sciences

DEPARTMENT OF PSYCHOLOGY
 P.O Box 7011 Yaoundé (Cameroon)

WORKER RESILIENCE SURVEY

Mrs /Mr/Ms.

As part of a study conducted for the writing of our Master II thesis in Occupational Psychology at the University of Yaoundé I, we wish you to grant us your precious collaboration in the realization of our investigation.

This questionnaire is anonymous and strictly for research purposes. Please, kindly answer the questionnaire. On the other hand, there are no rights or wrong answers, only your opinion matters to us.

We assure total confidentiality of your answers and it will be preserved in accordance with the provisions of article 5 of law n ° 91/023 of December 16, 1991 on statistical surveys and censuses in Cameroon. Thanks you in advance, for your participation in this exercise.

Socio-demographic profile: Please check the answer that corresponds to your situation.

1- Sex	<input type="checkbox"/> Féminin <input type="checkbox"/> Masculin
2- Age	<input type="checkbox"/> entre [21 – 30 ans] <input type="checkbox"/> entre [31 – 40 ans] <input type="checkbox"/> entre [41 – 50 ans] <input type="checkbox"/> plus de 51 ans
3- Marital status	<input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> FreeUnion <input type="checkbox"/> Divorce (e) <input type="checkbox"/> Widow (Widower)
4- Monthly salary	<input type="checkbox"/> less than 50.000 Fcfa <input type="checkbox"/> between 50.000 Fcfa and 100.000 Fcfa <input type="checkbox"/> between 101 000Fcfa and 300.000 Fcfa <input type="checkbox"/> more than 300 000 Fcfa
5- Your level of education	<input type="checkbox"/> GCE O/L <input type="checkbox"/> GCE A/L <input type="checkbox"/> A/L+3 (Bachelor) <input type="checkbox"/> A/L+4 (Masters 1) <input type="checkbox"/> A/L+5 (Master 2)

	<input type="checkbox"/> A/L+8 (Doctorate) <input type="checkbox"/> Others (Specify) : _____
6- Type of employment contract	<input type="checkbox"/> Civil servant <input type="checkbox"/> Contrat worker <input type="checkbox"/> Part time <input type="checkbox"/> Other (Specify) : _____

1.

Please check one response that best describes you and tick in the boxes. Be honest as the information will be used for an academic research work. There is no right or wrong answer. Please check the box that matches your opinion

strongly disagreed	disagreed	agreed	strongly agreed
1	2	3	4

Q1	When something unforeseen happens, I often feel bewildered	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q2	My personal problems are, I know how to solve	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q3	My abilities Strongly believe in	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q4	I completely trust My judgments	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q5	In difficult periods, find something good that help me thrive	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q6	Events in my life that I cannot influence, I manage to come to terms with	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q7	My plans for the future are possible to accomplish	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q8	I know how to accomplish My future goals	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q9	I feel that my future looks very promising	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q10	My goals for the future are well thought	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q11	I am at my best when I have a clear goal to strive for	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q12	When I start on new things/projects I prefer to have a thorough plan	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q13	I am good at, organizing my time	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q14	Rules and regular routines simplify my everyday life Social competence	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q15	I enjoy being together with other people	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q16	Being flexible in social settings is really important to me	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4

Q17	New friendships are something I make easily	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q18	I am good at Meeting new people	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q19	I easily laugh when I am with others	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q20	For me, thinking of good topics for conversation is easy	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q21	My colleagues understanding of what is important in life is quite very similar to mine	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q22	I feel very happy with my colleagues	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q23	My colleagues are characterized by healthy coherence	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q24	In difficult periods my colleague keeps a positive outlook on the future	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q25	Facing other people my colleagues are loyal towards one another	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q26	At my workplace, we like to do things do things together	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q27	Discuss personal issues with colleague	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q28	Those who are good at encouraging me are my colleague	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q29	The bonds among my friends is strong	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q30	When a colleague experiences crisis/emergency, I am informed right away	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q31	I get support from my colleague	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q32	I always someone who can help me when need	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q33	My close friends appreciate my qualities	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4

2.

Please check one response that best describes you and tick in the boxes. Be honest as the information will be used for an academic research work. There is no right or wrong answer. Please check the box that matches your opinion

strongly disagreed	disagreed	agreed	strongly agreed
1	2	3	4

Q1	I can think of several different ways to deal with a disagreement	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q2	I have thought about how I normally respond to conflicts	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4

Q3	I feel good about how I handle most conflicts or disagreements	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q4	The ways I try to resolve conflicts usually work for me	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q5	I respond to different disagreements differently	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q6	In an argument, I try to understand the other person's point of view	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q7	When someone is upset with me, I try to find out why	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q8	If two friends are arguing, I try to understand both sides of the argument	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q9	I try to figure out if someone is arguing just because they are in a bad mood	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q10	Instead of jumping to conclusions, I try to figure out why there is a disagreement	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q11	I try to understand if a disagreement is caused by a misunderstanding	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q12	When I'm mad at a friend, I avoid talking to him or her	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q13	I try to find win-win solutions to disagreements	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q14	When I disagree with someone, I talk about how I feel and listen to them talk about how they feel	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q15	When I'm involved in a disagreement, I stop and think about what I should say or do	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q16	During a disagreement I try to find a compromise	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q17	If I am angry with someone, I try to stay calm when we're talking	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q18	I try to win every argument, even if I lose friends over it	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q19	When I disagree with someone, I try to talk it through with them	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q20	When I disagree with someone, I defend my position, but I don't put the other person down in the process	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
Q21	During an argument, I often say things that I later regret	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4

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