

■ 修士論文要旨

多様性を伴うコンフリクトの超越

－隠れた価値のもつ信頼関係構築を通して－

Transcending Diversified Conflicts
－Building Trust Relationship in Hidden Value－

神奈川大学大学院 経営学研究科
国際経営専攻 博士前期課程

王 丹

WANG, Dan

■ キーワード

conflicts, transcending, hidden value, diversity, integration, communication, trust relationship

Abstract

The aim of this paper is to raise a discussion on conflicts (Louis, 1967) happen among people and organizations. There are kinds of organizations such as groups, companies, countries, and etc. Raising the problem is to dig out the reasons for conflicts to occur, and develop a view for analyzing relations among individuals, organizations, which share any part of properties and resources on earth. These efforts are primary to increase organizations' sustainability (海老澤, 2012), help both individuals and organizations to create a healthy and fair competitive environment.

From the beginning of recorded human history, conflicts frequent occurred around the world. In the early 20th century, conflicts theories appeared. Through times, they are evolved by devoted theorists. In these theories, there are two kinds of based ideas. One is called traditional approaches; the other is called modern approaches here. Traditional approaches treat

conflicts as enemies, advocates believe conflicts are negative and make efforts on reduce, eliminate, or terminate them. In the other hand, modern approaches treat conflicts as friend, advocates think conflicts are positive and take conflicts as a good sign for organization change and stimulation for organization growth. Advocates of these two approaches have been fighting with each other. Even now, they are contending with each other for whose ideas are better. However, these two kinds of approaches are not contradictory. Different approaches deal with different conflicts. Some conflicts need to be reduced, others need to be promoted, tolerated and etc. Our first target in this paper is to integrate these theories to prevent opposing new proposal habitually and to treat each proposal as important idea which can help us right now or in the future.

From micro conflicts such as family quarrel to macro conflicts such as war, conflicts occur frequently

in our daily life. With the advent and permeating process of globalization nowadays, conflicts are tending to be more complex and contradictory than before. Our second target is to analyze current conflicts and find their reasons. Rather than focusing on conflicts itself, we are going to reach a more in-depth understanding of conflicts through analyzing cases. As we know, a conflict may be caused by many reasons such as disagreement, competing goals, and etc. From these reasons, previous researchers found some which are deemed as root causes and proposed for managing conflicts. Analyzing real conflicts which are classified as interpersonal conflicts, person-organization conflicts and inter-organizational conflicts such as arson caused by personal grudges in Guangdong China, lawsuit around affirmative action between Cheryl J. Hopwood and University of Texas Law School, wars between Russia and Republic of Chechnya, territory disputes between China and Japan, commercial competition between 360.com and QQ.com in China, we could find that there are three reasons in these root causes cannot be solved technically. They are scarce resources, differences such as cultures and languages, and lack of trust. Scarce resources and differences exist inherently. Lack of trust appears for most of us are born with tendency to exclude differences and to blindly emphasize own interests especially in limited resources.

Basing on these fundamental reasons, our third target is to propose for transcending conflicts. Transcend means to pass beyond the usual limits of something. If define conflict resolution as the methods and processes involved in facilitating peaceful ending of conflict, conflict transcendent is the all the methods and processes including conflict resolution. Aim of transcending is not only facilitating peaceful ending, but also sometimes creating competitive environment, recognizing its existence without settling it, stimulating it, learning from its change, or

experiencing alternative communication.

Proposals here focus on reason of diversity and lack of trust. Diversity contains value that cannot be easily seen. We reveal hidden value in different ideas and cultures to reach an understanding on value of diversity can largely help us to deal with conflicts. After analyzing hidden value, three ideas will be proposed. They are integrating diversity, enhancing effective communication and building trust relationship. Integrating diversity and enhancing effective communication were proposed by previous theorists. But it is difficult to find practical application in previous theories. How to do specifically is mentioned in many best-selling books, but most of them are recommendations for personal problem. We need more powerful ways or systems to carry out. These systems need strong institutions to implement so as to fundamentally transcend conflicts. We propose reinforcing education, creating social systems and increasing media support for integrating diversity; we also propose ways of clearing barriers away from interpersonal, inter-organizational and person-organization communication.

Proposals on integrating diversity and enhancing effective communication are mainly for our third proposal: building trust relationship. Trust can be built expending cognition of hidden value. Role of trust has been studied quite extensively and in different contexts such as psychology, sociology, law, management, economics, and etc. Trust leads to constructive and cooperative behavior vital for long-term relationships (Morgan & Hunt 1994); and it's vital for innovative works within the organization in e.g. project teams (Jones and George 1998). Trust is seen as a necessary antecedent for cooperation (Axelrod 1984). Trust is so important that, if trust decreased or disappeared, people's activities would be affected.

From Blomqvist and St?hle's study of building organizational trust (2000), bases for trust building

identified in previous literatures are shown in the latter part of this paper. In reality, all the bases cannot be filled in the same time. Sometimes trust relationship is easy to build, but sometimes not. The trust rewards everyone with its effect of prevent conflicts. It's worthy of time for our attention and explore. Our focus is on an idea win-win which included integration and fairness and moderation, and can effectively increase mutual trust. Idea of win-win leads us to take into account with companions, opponents, environment, and time.

We propose sharing with fairness for building mutual trust relationship. Sharing is basing on ideas of integration. It is a basic component of human interaction, and is responsible for strengthening social ties and ensuring a person's well-being. In conflicts, sharing is always the most effective way in conflict resolution. The disputes about gas field in East China Sea between China and Japan is the most appropriate example.

In conflict resolution, sharing requires a very important condition, which is fairness. Sharing without fairness cannot build trust relationship and might turn sharing into a vicious competition. It is obvious that if unfair distribution appeared, there would be a conflict. Studies at UCLA in 2008 have indicated that reactions to fairness are wired into the brain. Research conducted possess such a sense and that inequity aversion may not be uniquely human (Brosnan & De Waal, 2003) indicating that ideas of fairness and justice may be instinctual in nature.

Although there are many theories on conflict resolution, from the endless conflicts occur around the world, we could see a big gap between theory and practice. Conflict theories are still not complete; my ultimate goal is to build idea systems which include approaches as many as possible to transcend conflicts. This insignificance is my motivation.