Analysis and Future Prospects of the Research on Conflict Avoidance

Ronghua Luo

School of Management, Shanghai University, Shanghai 200444, China

Abstract

In an organization, conflict is regarded as an important interaction process, and the organization's style of doing things has a certain impact on employees' psychology. In the context of Chinese society and culture, face culture, doctrine of the mean, and power distance affect our attitude of avoiding things. Therefore, how to better use conflict avoidance to manage organizations is an important course in Chinese business management. This paper firstly defines the concept of conflict avoidance, and then combs and analyzes the influencing factors and outcome variables of conflict avoidance, then points out the shortcomings of existing research, and finally prospects the development trend of management research on conflict avoidance.

Keywords

Conflict Avoidance; Influencing Factors; Influencing Results.

1. Introduction

With the rapid development of knowledge economy integration, under the contingency management thinking, how to play the positive role of conflicts must be combined with the management environment to take effective management measures for conflicts in the workplace[1]. Thomas advocates cooperation in the "Conflict Economic Theory", so most researchers focus on the positive effects of cooperative management strategies, but ignore the most common management strategy in the context of Chinese localization-conflict avoidance.

Conflict avoidance is a diverse and complex management model in the study of conflict management style[2]. The current research on conflict avoidance management is mostly limited to antecedent motivations (surface harmony, negative expectations), cultural variables (power distance, moderate thinking, interpersonal relations) and the effect of organizational performance or individual psychological outcome variables (such as organizational performance), mood). The traditional conflict avoidance strategy is considered to be inefficient and passive. It is believed that the avoidance management strategy cannot effectively use the characteristics of the diversified conflicts to bring a positive effect on the improvement of work efficiency and the resolution of related problems. Adopting a "silent" way of expression, the negative effects of such non-cooperation and non-cooperation are likely to extend to other occasions of the organization, and bring adverse effects to the organization, which is consistent with the survey [3] , Conflict-avoided employees are unwilling to share information or provide help with the counterparty who has had conflicts before. However, some studies have pointed out that conflict avoidance is an effective management strategy in the context of Eastern culture [4]. When employees are faced with conflicts, they often choose to return, believing that this approach can avoid embarrassment and greater Conflict allows people to maintain long-term harmony in interpersonal relationships, or it can be explained as another reasonable and ingenious way to protect the face of both parties. While respecting each other, problems can be reduced to minor issues and minor issues. Solve, and then devote yourself to the organization.

In view of the negative and positive dual effects of conflict avoidance on organizations, teams and individuals, how to better utilize the positive effects of avoidance through management strategies and suppress the negative effects is very important. Therefore, this article combs and reviews the research on conflict avoidance at home and abroad from the three aspects of the concept of conflict avoidance, influencing factors and utility results, and looks forward to the deficiencies of the research and the future.

2. Conceptual Connotation of Conflict Avoidance

The classic Western conflict management theory is proposed by Blake and Mouton. The theory divides five different styles of conflict management models according to the two dimensions of "caring for people" and "caring for survival": problem solving. -Solving, smoothing, forcing, withdrawal and sharing. Thomas and Kilmann further developed on this basis to describe the five conflict management models that exist in organizations with two dimensions of "caring for yourself" and "caring for others", namely avoidance, accommodation, Competition, collaboration and compromise are widely used[5]. Avoidance refers to trying not to deal with and staying out of the situation when neither one's own interests nor the other's interests are satisfied; relocation refers to the practice of considering sacrificing one's own interests by sacrificing one's own interests or obeying the other's wishes; competition means choosing to achieve a goal Ignore the interests of others and only consider one's own interests; cooperation means satisfying the interests of both parties as much as possible to achieve a win-win situation; compromise means that both parties have made concessions. However, this understanding of the concept of conflict avoidance as an expression of low interest in the interests of both parties is too simplistic, and it is not comprehensive and systematic enough to reveal the essential characteristics of conflict avoidance, because conflict avoidance is similar in content and form to other management strategies. , So the definition is also vague. Yu et al. used cluster analysis to find that the difference between compromise and cooperation, accommodation and avoidance is small, and it is difficult to distinguish[6]. Therefore, based on the Chinese cultural background, in management practice, scholars have more widely cited the rule of thirds [7], namely avoidance (accommodation, avoidance), competition, and cooperation (cooperation, compromise). In fact, some researchers believe that cooperation means accommodation and avoidance, so there is a dichotomy, namely competition and cooperation (avoidance, accommodation)[8]. However, this classification method also has certain shortcomings, ignoring the level of cultural values. The role of a collectivist country like China often takes into account cultural factors such as identity, level differences, human relations, face, etc. in conflicts, and emphasizes the "peace-oriented" approach to weaken or resolve conflicts and avoid greater conflicts[9], so researchers tend to choose the third method for research in the research based on Chinese contextual culture.

Later studies carried out conceptual studies on conflict avoidance from various perspectives such as psychology, motivation, strategy, behavior, and results, which enriched the definition of conflict avoidance and made it more comprehensive and systematic. Van de Vliert[10] pointed out that conflict avoidance is a relatively stable psychological tendency, which is related to individual personality differences, and is the psychological adjustment state of individual self-inhibition and emotional control, such as extroversion or self-concept clarity. However, Ma Peng and Cai Shuangli found through evolutionary game research that conflict avoidance is not actually a stable psychological tendency[11], but a helpless strategy of equity, and an investment motivation to maintain the relationship for long-term development under the relationship orientation. . This is consistent with the motivational perspective of Caughlin and Afifi[12], emphasizing that conflict avoidance is a way to save face for each other through tolerance, submission, compromise, etc., to show respect for each other and to maintain a

harmonious interpersonal relationship. Through synergy, it can help companies Motivation to gain a good reputation and reputation for relationship benefits. The strategic perspective points out that conflict avoidance is a purposeful strategic response in the context of low conflict and low relationship intimacy. The goal is to first achieve short-term goals, such as social-emotional goals, material resource instrumental goals, and a mixed goal of dependency between the two[13], and then provide a strategic choice for the company to develop new relationships in the future. The behavioral perspective indicates that conflict avoidance is a series of behavioral reaction combinations, rather than simple indifference. It includes communication forms such as diversion, comfort, and detour[14], providing a calm transition period for both parties, and then for alleviation Relations provide opportunities to avoid greater conflicts[15]. Peng and Tjosvold[16]pointed out that conflict avoidance refers to a conflict management strategy that restrains, silences, delays, or resorts to a third party in conflict, and shows a complex conflict management model that exhibits multiple motives and intentions. In view of this, it is more accurate to use Fu et al. [17]to define the concept of conflict avoidance, that is, conflict avoidance is a conscious and strategic relationship rather than passive inaction. It is a certain degree of compromise and tolerance shown by the conflicting party. , In order to avoid frontal conflict, or one party adopts roundabout means to influence or change the other party through a third party or group relationship, so as to realize the logic of self-interest, is a perceivable organizational context variable[2].

Kilmann and Thomas[5] believe that conflict avoidance includes two dimensions: "passive avoidance-submission" and "active avoidance-circumvention". "Passive avoidance-submission" refers to avoid confronting conflict directly, and adopt a passive strategy of accepting the decisions of others and suppressing dissatisfaction, which is reflected in exiting conflict, refusing to recognize the occurrence of conflict, obeying the other party or delaying reaction, etc.; "active avoiding-circumvention" Refers to a goal-oriented positive strategy, mainly through the use of other relationship channels (such as third-party support, etc.) to obtain indirect strategies for self-interest, including forward-looking behaviors such as euphemistic expression, tolerance, comfort, etc. It is goal-oriented through sacrifice The practice of satisfying the needs of the interests of others through self-interest. There are four forms of conflict avoidance: (1) leave the scene; (2) apologize; (3) use humor to resolve embarrassment; (4) divert attention. "Leaving the scene" means not confronting the conflict and the subject of the conflict. Isolating the two parties can alleviate the conflict and prevent irrational behavior. "Apologize" means that no matter whether it is right or wrong, whether it is at the same level or between superiors and subordinates, first say sorry, take a step back, and show respect and respect. "Using humor to resolve embarrassment" means being able to express it in a roundabout way, giving the other side a step down, showing generosity; "diverting attention" is to divert the attention of both parties to the strengthening of the common goal, which can temporarily alleviate conflicts and reflect a strong team Cohesion will eventually weaken the conflict[18].

3. Factors Influencing Conflict Avoidance

The research on the influencing factors of conflict avoidance mainly focuses on answering three questions: Why should conflict avoidance? Under what circumstances is conflict avoidance? How to manage conflict avoidance? This article sorts out three aspects: organizational factors, leadership factors, and individual factors.

3.1. Organizational Factors.

Cultural background tolerance, collectivism, and modest thinking are the characteristics of common organizational culture in Chinese companies, which explain why organizations or individuals avoid conflicts. Ting-Toomey[19]studied the relationship between cultural value

and conflict management strategies from the perspective of cultural heterogeneity. Research has shown that people with low context prefer confrontation or confront conflict, while people with high context prefer Adopt an evasive attitude, because they pay more attention to building social trust and maintaining long-term relationships. In order to avoid confronting conflicts, forbearance is chosen. Forbearance is a psychological mechanism, a means to balance the relationship between "individual interests" and "group interests" in high-context societies (such as China), and is the path to achieving a "state of harmony". As the ancients said, "Small intolerance leads to chaos" is the best interpretation of "forbearance". The study of Friedman et al.[20]pointed out that countries under collectivist values pay more attention to group interests and relationship gains, and have a preference for avoiding conflicts. This is consistent with the study of Komarraju et al. Dimensions[21], the horizontal collectivism orientation prefers altruistic approaches, and the vertical collectivism prefers self-interested approaches. When individuals or organizations face conflicts and conflicts, they often choose to be indifferent and silent, avoid being involved in unnecessary conflicts, and choose to adopt methods such as tolerance, obedience, retreat, and withdrawal to avoid intensification of conflicts[22]. This coincides with the logic of Zhongyong thinking. Middle way thinking refers to the way of thinking that achieves overall optimization rather than partial maximization through integration or neutrality[23], Research has shown that it plays a part of the mediating role between superficial harmony and conflict avoidance strategies[24].

Research on the degree of conflict, conflict type, interpersonal relationship, and partner trust has answered the question of conflict avoidance in what context. For organizations or individuals, when a conflict occurs, it should give priority to the reasons for the conflict, and determine which type of conflict the conflict belongs to, and which corresponding measures will be better. Studies have shown that avoidance is the most efficient solution when the conflict is too small to be ignored or too large to be resolved at all. From the perspective of conflict types, we can judge whether conflict avoidance is effective to a certain extent. For task conflicts, avoidance is not a good strategy. Maintenance is conducive to maintaining the motivation within the organization; for process conflicts, avoidance is effective; but for relationship conflicts , Avoidance will fail, but will intensify contradictions and cause even greater conflicts [18]. From the perspective of interpersonal relationships, if the relationship is more emotional, you can use the "advanced as retreat" approach to alleviate or resolve conflicts, such as through open discussion, appeals, etc., to eliminate the estrangement and suspicion between each other, and then increase A sense of mutual trust; if it is an instrumental relationship orientation, "retreating for progress" is a good strategy, and it will be better to express opinions and attitudes through indirect and tactful methods[24].

Organizational learning is a key element to improve organizational effectiveness, and it plays a key role in answering the question of how to effectively manage conflict and avoidance. Peter Senge et al. studied the learning organization from the perspective of system theory, pointed out that the organization helps to cultivate the ability of employees to think systematically, teaches them the correct cognition of the real causes of conflicts, and provides ways to discuss and resolve them efficiently and quickly. It can alleviate or resolve conflicts, better restore and describe the actual problem and the way to solve the problem, which is of great help in enhancing employees' self-confidence. When employees have a full understanding of the value of themselves and the organization, employees learn how to correctly evaluate their own behavior and the possible impact on others, truly aware of the hidden conflicts, and then learn to avoid conflicts and reduce the occurrence of conflicts . To change or increase a certain kind of cognition in a conflict, so as to achieve the coordination of the overall cognitive strategy, is unwilling and unwilling, but also a concession and compromise under the common goal.

3.2. Leadership Factors

Conflict management strategies will change with changes in organizational levels. Studies have shown that avoidance and migration will be reduced at higher organizational levels. Compromise and organizational levels show a curvilinear relationship, that is, at the highest and lowest organizational levels, conflict management Both will be reduced[25]. Because in a sensible society, we often choose to abandon rules, rationality, and systems through the operation of human relations, relationships, and face. Instead, we will get more social resources, such as non-institutional social support and shelter. Therefore, China's situational relationship An important feature of a socially oriented society-that is, human affection[26]. Research has pointed out that human relationship has a significant moderating effect on the relationship status and social interaction of both parties[11]. Therefore, the diverse and complex way of conflict avoidance shows strong suitability in the localized environment of China. The long-term reciprocity and relationship orientation in the relationship convey signals of mutual trust, understanding and recognition to the other party, reducing the cost of mutual suspicion and trial and error, thereby reducing the tendency to avoid conflict. In terms of individual leadership characteristics, young managers are mostly task-oriented, while older managers are typically relationship-oriented, so they tend to avoid conflict management [27].

3.3. Individual Factors

This part summarizes multiple individual statistical characteristic variables such as surface harmony, network embeddedness, gender, emotional intelligence, interest balance, expectation effect, role preference, negative expectation, relationship, etc., and expounds its influence on conflict avoidance. Among them, superficial harmony and gender can explain why individuals avoid conflicts, emotional intelligence, interest balance, and expectation effects answer conflict avoidance in situations. Negative expectations and target types make managers have a certain enlightening effect on the effective use of conflict avoidance strategies.

Superficial harmony is a kind of internal vitality. Research has found that superficial harmony is positively correlated with avoidance tendency [28]. Superficial harmony is divided into "splitting avoidance" and "harmonious promotion". The former refers to the behavior of avoiding the deterioration of the relationship, and the latter is the behavior based on the long-term reciprocal relationship, which promotes in-depth communication and enhances the emotion of trust. The seemingly harmonious individuals or organizations will try their best to prevent things that can harm their own interests during the conflict, so they show deliberate behaviors of avoiding contradictions. At the same time, conflict avoidance actually acts on the surface harmony and is used to improve interpersonal cooperation[29]. In previous studies, scholars proposed network density and network centrality to assess the degree of relationship. Network density refers to the ratio of the actual number of connections between all stakeholders in the network to the maximum number of possible connections between them, and reflects the average strength of interpersonal relationships in the network[30]. High network density easily promotes communication and information sharing, forms a convergent cognition, and responds consistently to conflicts. Research has also confirmed that network density does positively regulate the relationship between apparent harmony and conflict avoidance. Network centrality refers to the status and identity of a single individual in the network and the control of the resources and information flow of other members in the network. The adjustment of the relationship between superficial harmony and conflict avoidance is negative, because individuals with high network centrality In order to reflect the sense of existence, he is willing to adopt non-evasive management strategies to prove his identity and power, and is unlikely to avoid conflict and inaction[31]. In addition to superficial values of harmony, there is gender that affects the tendency of individuals to avoid conflict management. Benharda et al. [32]found that compared with men and women when acting as

third-party roles (such as managers), they are more inclined to avoid conflict. From the perspective of satisfying the interests of the organization, it is more acceptable to the parties to the conflict.

High emotional intelligence and conflict avoidance are significantly negatively correlated [33]. Because individuals with high emotional intelligence are more sensitive to information integration and risk, Frideman et al.[34] pointed out in the conflict avoidance expectation model that conflict avoidance tendencies are based on Comparing costs and benefits, a process of rational calculation between instrumental benefits and relational benefits. The study pointed out that when the relationship value is positive (that is, the relationship benefit is greater than the relationship cost), the enterprise or individual will be more inclined to adopt a method of obedience or avoiding conflict in consideration of the expected future benefits; when the relationship value is negative, the enterprise or individual will not Immediately change the management strategy from avoidance to opposition. Instead, it will pay more attention to the long-term value of maintaining a harmonious relationship, and still choose the method of conflict avoidance. Only when the cost of conflict avoidance breaks through the possible bottom line, the two parties will consider the maximization of their own interests, ignore the interests of the group, and shift from cooperation to non-cooperation, which results in a preference reversal and confronts the conflict. However, as the loss caused by the direct confrontation exceeds the profit caused by the avoidance strategy, due to the inconsistency of the initial strategies of the two parties, through trial and error, imitation and other conversion strategies, the evolution of the conflict avoidance direction is gradually biased, and the whole process is dynamically evolving. Relationship is a key element that affects the behavior of individuals or organizations, and it also plays an important reference role in resolving conflicts.

In the context of Eastern culture, individuals systematically look at the cultural value of time, pay attention to the past, and value the future, especially the long-term value of relationships. At the same time, they have a tendency to avoid uncertainty. The fusion of the two can easily lead to subjective guesses and conjectures. Exaggerating the negative expectations of conflicts and fearing that the conflicts are not handled properly will cause the loss of relationship value. Therefore, choosing a temporary compromise and giving up the immediate interests has become the rational criterion for individuals to maintain harmonious interpersonal relationships in an environment of uncertainty, rather than doing nothing. Make mistakes and tend to adopt conflict avoidance management strategies. In the study, the influence of Confucian cultural characteristics is particularly taken into account, that is, cooperative goals are one of the important motivations for conflict avoidance, but there is still no clear determinism whether it originates from relational goals or instrumental goals[13]. Team learning is negatively related to conflict avoidance[35], emphasizing the importance of establishing a learning organization.

To sum up, previous studies on the influencing factors of conflict avoidance mostly focused on motivation and cultural context characteristics. The individual and organizational level researches are more in-depth, showing the diversity and interactivity of organizational conflict avoidance motivations, but the leadership level impact research is relatively lacking. , The characteristics of leadership are also crucial in organizational management.

4. The Impact of Conflict Avoidance

The effectiveness of conflict avoidance existing research has not yet reached a consistent conclusion. Some scholars regard avoidance as a passive act of inaction, and believe that avoidance conceals the conflict facts and does not effectively resolve the substantive conflict. However, some scholars believe that this strategy is an adaptive choice, especially effective, suitable for short-term conflicts that are not serious, especially when faced with more difficult

or difficult to resolve conflicts, conflict avoidance is a good strategy[36]. Next, it will explain its positive and negative dual effects from three aspects: organizational factors, individual factors, and leadership factors.

4.1. Organizational Factors

The negative aspects of the impact of conflict avoidance on the organization are mainly manifested in the reduction and reduction of knowledge sharing, organizational vitality, team performance, and organizational innovation. Satisfaction and long-term oriented performance have no obvious effect; the positive effect is manifested in the reduction of productive conflict and employee pressure. Organizational fairness, collective recognition, corporate image enhancement, etc.

Chen, Liu, and Tjosvold[37] studied the relationship between conflict management and productive management. Through a survey of Chinese managers, they pointed out that conflict avoidance and productive conflict are prominent in the organizational culture environment of collectivism and high power distance. Negative correlation. The reduction of productive conflict means an obstacle to communicating information. If the enterprise or individual perceives that competitive resources are scarce, the avoidance conflict culture will not help employees to share knowledge[38]. Montoya-Weiss, Massey, and Song[39] studied the relationship between five conflict management strategies and virtual team performance and found that avoidance and compromise are negatively related to virtual team performance, and temporary coordination can weaken the negative relationship between them; Accommodation has no significant relationship with team performance, and temporary coordination has not shown a significant moderating effect on the two. Gelfand, Leslie, Keller, and De Dreu pointed out that conflict management behavior of leaders is significantly positively correlated with organizational level[40], and avoidance is negatively correlated with organizational vitality and organizational innovation. It adopts a compromise and indirect approach to handle conflicts with a moderate thinking. When the two parties have long-term cooperation intentions, the moderate thinking is considered to be a vague way. Uncertainty and insecurities have a negative impact and damage each other's trust and commitment. Song Yuke and Wu Shanshanconducted a study on the effectiveness of Thomas' five strategies and showed that conflict avoidance and accommodation have no obvious direct effect on increasing employee satisfaction and long-term oriented performance[41].

Conflict avoidance also affects the organization's philosophy[42]. There is a negative relationship between conflict avoidance and employee pressure[43]. The reduction of employee work pressure affects the organization's higher commitment to Improve their sense of fairness, including the sense of advice at work, the fair sharing of beliefs, and the sense of respect they feel. Under the collectivist culture, interdependent individuals with consensus, cooperation, and compliance in cooperation are regarded as high-quality members. The recognition of this identity in the enterprise can help increase the frequency of cooperation with each other, improve the quality of relationships, and achieve long-term Reciprocity. Individuals or organizations that adopt non-confrontational conflict strategies and exhibit altruistic behaviors that maintain harmonious relationships and sacrifice individual interests are more likely to increase their reputation, and are often seen as potential partners for cooperation, which are conducive to the maintenance and expansion of relationships[31].

4.2. Leadership Factors

In the past, the concept of conflict avoidance was based on both parties in the conflict. Once the parties to the conflict cannot resolve the problems caused by the conflict quickly and effectively, the third party needs to be involved. Giebels and Janssen pointed out that the third party can help resolve the conflict[44]. Seen as a special conflict management model. From an organizational point of view, Pinkley et al. added the leader's moving away behavior to the

leader's third-party conflict management behavior[45]. Romer et al. are discussing the leader's conflict management style (problem solving, compulsory management) [46]. And avoidance behavior) in the mediating role between employee conflict and pressure, it is pointed out that organizational conflict avoidance will increase employee pressure, reduce employee self-esteem, and reduce their sense of control over the organizational environment. Wang et al. believe that this kind of attitude is not clear and ambiguous conflict mitigation strategies are rich in connotation[13], and believe that leadership conflict avoidance can properly handle conflicts, and at the same time, it can minimize opposition and effectively reduce the team's related decisions. The possible adverse effects of time.

4.3. Individual Factors

Research has found that conflict management is significantly related to subjective feelings, such as emotions, willingness to leave, relationships between colleagues, cyberbullying behavior, trust, and weakening conflicts. In the Chinese social and cultural context, employees generally accept the leadership's instructions and solutions to the utmost extent. Therefore, if the organization avoids conflicts, it will have a greater impact on the employees' personal psychological state and behavior.

Desivilya and Yagil pointed out that the cooperative (accommodating, compromise) conflict management model is positively correlated with the positive emotions in the team[47], while the avoidant conflict management strategy is negatively correlated with emotions. Employees believe that the organization has the power and obligation to help resolve conflicts between employees or with the outside world. When the organization avoids it, it will deepen the disappointment of employees towards the organization. Posthuma ,Chen and Ayoko studied the relationship between emotions (trust, elimination, and forgiveness) and conflict management (task, relationship, and process conflict) and emphasized that both positive and negative emotions are significantly related to conflict avoidance management strategies[48]. Therefore, in addition to cognition and behavior, the role of emotion in the field of conflict avoidance research is still important and cannot be ignored. When employees have disagreements with the organization, most employees are unwilling to speak out their most true thoughts in person, either passively comply or passively execute them. If they have been in a state of inducing directed negative psychological expectations, their work efficiency and effectiveness Will be reduced. It should be noted that the fact that employees are unwilling to tell their true thoughts face to face does not mean that their doubts, doubts, or dissatisfaction will disappear, but that they will shift their expressions through other means, such as shrinking from work.

However, the avoidance strategy is not ineffective. The culture of face-saving, interpersonal relationship and modest attitude is used to deal with conflicts in the Chinese context. From an asymmetric perspective, the differences and diversity of the two parties in conflict in cognition, psychology, personality, behavior, etc., not all of them will adopt the same conflict management strategy. Whether the strategy choice is obtained depends on the other's intuition, cognition and judgment[49]. Some scholars believe that organizational avoidance behavior is a manifestation of timidity and weakness, which will cause employees to overestimate their own abilities and cause moral neglect, and ignore the other's ideas[50]. However, some scholars have pointed out that conflict avoidance will make the other party feel that the other party's trust, respect, and empathy. Since both parties have similar views on certain conflict facts and attributions, they should try to avoid confrontation and competition to intensify conflicts and cause more conflicts and bigger conflict [51]. However, under the dynamic adjustment of internal and external variables such as cooperation status, relationship quality, relationship costs and benefits, individual avoidance may also turn to confrontation (Lacity and Willcocks). Therefore, the current research on the positive and negative effects of conflict avoidance management strategies has not yet reached a consensus.

5. Insufficient Research and Future Prospects

Existing studies mostly study conflict avoidance management strategies from a static perspective, and lack dynamic perspectives on the causes, forms, and results of related research. Therefore, from a general point of view, the relevant research on conflict avoidance is still insufficient. Therefore, studying the impact of conflict avoidance on the organization or individual employee behavior, and how to effectively use conflict avoidance management strategies, has outstanding significance for improving organizational efficiency and decision-making quality. The future needs to be further deepened and expanded on the basis of existing research.

5.1. Expand Research on the Influence Mechanism at the Leadership Level

At present, the research on the influencing factors of conflict avoidance is mainly discussed from the organizational and individual levels, and there is a lack of research on the factors at the leadership level and the team level. For example, if the superior-subordinate relationship affects the employee's tendency to avoid conflict, China is a country of human relations, and "sentiment" precedes "etiquette". With high-quality superior-subordinate relationships, employees are more inclined to avoid conflict in order to maintain a harmonious relationship. , And in the low-quality subordinate relationship, it is easy to have confrontation.

5.2. Enriching the Effectiveness of Conflict Avoidance in Organizational Research

First of all, the results of conflict avoidance in the existing research on the organization's impact are inconsistent. Under high conflict avoidance scenarios, it can reduce productive conflicts, improve organizational recognition, gain organizational trust and good reputation, but at the same time it will also create negative organizational vitality and reduce Advocate behavior. Whether a mechanism can be introduced to explore the double-edged sword effect of conflict avoidance on organizations remains to be investigated. Secondly, the current impact of conflict avoidance on organizations is limited to organizational performance or relationship benefits. Future research can also be enriched and extended to organizational commitment, team creativity, work withdrawal behavior, etc.

5.3. Increase the Adjustment Mechanism of Conflict Avoidance Research

Studying how to reduce the negative impact of conflict avoidance on the organizational level is the focus of the research. Starting from the organization, effective management plays an important role in improving the organization's management decision-making and management quality. Previous studies have shown that the organizational climate and the role of the leader assume more moderating variables. You can consider starting from the leader's management style, such as abusive management, dual leadership, etc., or perceiving cohesion, organizational trust and other atmospheric factors. Organize suggestions for resolution strategies for the negative effects of conflict avoidance. For practical management, it has both theoretical and practical meanings.

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