Organizational Conflict: Main Causes

A global workplace survey conducted by the Center for Psychological Press, Inc. (CPP), identified the main causes of conflict at work. Employees were asked what they observed to be the main causes of conflict.

Cause	Percentage Observing
Personality clashing and warring egos	49%
Stress	34%
Heavy workloads/inadequate resources	33%
Poor leadership from the top of the organization	29%
Lack of honesty and openness	26%
Poor line management	23%
Lack of role clarity	22%
Lack of clarity about accountability	21%
Clash of values	18%
Poor selection/pairing of teams	16%
Taboo topics about office affairs	15%
Poor performance management	14%
Bullying/harassment	13%
Perceived discrimination	10%

From: *Workplace Conflict and How Businesses Can Harness it to Thrive*, CPP Global Human Capital Report, July, 2008. Available at CPP.com.

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