CHAPTER ONE

INTRODUCTION

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1.0 The Conceptual Framework and Variate Structure

The present research endeavor is a study of impact of service sector and manufacturing sector on conflict management. In this chapter an attempt is made to present the theoretical foundations under the study of causes of conflict, strategies of handling conflict, conflict management and conflict in service and manufacturing sector.

1.1 CONFLICT

When people consider of the word conflict, they often believe of war or aggression. However conflict exists at all levels of society in all sorts of situations. It is easy to forget that we experience conflict every day of our lives.

Conflict happen when two or more inhabitants or groups have, or feel they have, contrary goals.

Conflict is a verity of life. God made all of us in his own reflection, but he also made us exceptional. Therefore, some of views and opinions will disagree from those of others. Conflict frequently
Conflict in itself is neither good nor bad. The key is how one understands and responds to conflict. Conflict is a state of unresolved differences within an individual, between individuals, an individual and a group, or two or more groups. Conflict of one type will occur throughout one’s career. To turn it into a positive factor it must be managed in a way that will benefit one and its career.

Conflicts occur when people (or other parties) perceive that, as a consequence of a disagreement, there is a threat to their needs, interests or concerns. Although conflict is a normal part of organization life, providing numerous opportunities for growth through improved understanding and insight, there is a tendency to view conflict as a negative experience caused by abnormally difficult circumstances. Disputants tend to perceive limited options and finite resources available in seeking solutions, rather than multiple possibilities that may exist 'outside the box' in which we are problem-solving.
Whenever two individuals opinion in different ways, a conflict arises. In a layman’s language conflict is nothing but a fight either between two individuals or among group members. No two individuals can think alike and there is definitely a difference in their thought process as well as their understanding. Disagreements among individuals lead to conflicts and fights. Conflict arises whenever individuals have different values, opinions, needs, interests and are unable to find a middle way.

Conflict is based on caring. Each of the parties involved in the difficulty desires something. Usually those involved are frustrated because they cannot get something they believe they need or cannot give something they believe they should be able to give. It is also necessary that the two parties be locked into some kind of interdependent relationship, where what one does affects the other.

Differences in interest, thought process, perception as well as need lead to a conflict. When individual do not agree to each other’s opinions, a conflict arises. Conflict can occur at any place be it organizations, groups and even at our homes.
Conflict is actual or perceived opposition of needs, values and interests. A conflict can be internal to individuals. Conflict as a concept can help in explaining many aspects of social life such as social disagreement, conflict of interests, and fights between individuals, groups, or organizations. In political terms, “conflict” can refer to wars, resolutions or other struggles, which may involve the use of force as in the termed armed conflict. Without proper social arrangement or resolution, conflicts in social settings can result in stress or tensions among stakeholders. When an interpersonal conflict does occur, its effect is often broader than two individuals involved, and can affect many associate individuals and relationships, in more or less adverse and sometimes even way.

Conflict is important to literature because it provides the basic materials for the construction of the plot. Without conflict nothing would happen. Also, the conflict within a piece may be central to the author's view of life or the point he or she is trying to make.

Conflicts also lead to disrespect and unnecessary tensions in organizations. Individuals talk ill about others and spoil the environment; you might be an excellent performer, a diligent worker, but if you keep on fighting with your fellow workers, you would
definitely earn a bad name. One will be in the limelight but for all the wrong reasons. It is always wise to do your work sincerely, pack one’s bags, go home and come fresh the next day. Nobody loves to carry unnecessary tensions, thus it is always advised not to fight at workplaces. It is not always that you will agree to what the other person has to say, but fighting will not provide you any solution, instead it would add on to your tensions. Learn to compromise and discuss with your team. Listen carefully what the other person has to say and do correct him in a polite way, if he is wrong. Avoid finding faults unnecessarily and criticizing your colleague. Remember everyone at the office is a part of one big family working together towards a common goal.

Conflict resolution can be win, where both parties get what they want, win-lose where one party gets what they want, or lose where both parties don’t get what they want.

Conflict describes all situations where two rivals must continue investing to prevent their opponent from winning. Since the goal is to prevent the rival from winning, conflict always seeks to damage an opponent enough to prevent them from continuing. Conflict is not merely the lack of cooperation. Conflict means seeking
confrontations that are meant to be costly to opponents. While all competitive acts, even those that are primarily creative, can destroy opposing positions as a byproduct, conflict is purposeful destructive action for its own sake.

A conflict is a dispute or struggle in which each party expresses hostility towards the other party or interferes intentionally with the other party's goal attainment. Differences between people are a major source of friction. But differences are to be sorted out in the best interest of the organization. No doubt there are difficulties to be jobbed through even in the best relationships. In more troubled relationships, people related problems may loom large enough to seriously undermine both morale and productivity. Of all the problems we face in life, people related problems are generally the toughest to solve. They tend to take the greatest toll on people both emotionally and psychologically.

Conflict in our personal relationships can be good if we learn how to deal with it...how to control it rather than letting it control us. The trick is to learn to separate the conflict from the emotions it causes.
A clash of interests, values, actions or directions often sparks a conflict. Conflicts refer to the existence of that clash. Psychologically, a conflict exists when the reduction of one motivating stimulus involves an increase in another, so that a new adjustment is demanded. All conflict is marked by some degree of tension, uncertainty, and unpleasantness. The conflict situation is usually fragile, in that seemingly trivial occurrences may have profound effects on the direction of the conflict. Additionally, conflicts which end badly tend to be more memorable than those which end well. Because of these elements, people tend to have a negative view of conflict, and seek to suppress or avoid it, Folger (1995) et al.

In the past people thought harmony was the normal state of relationships. On the other hand, conflict was regarded as an “abnormal” condition. This abnormality was thought to display itself as disagreements between people, in other words, conflict and disagreement were thought to be the same condition. More significantly, those involved in conflict were considered to be pathological, even anti-social. Because of these negative views of conflict it has been suggested that conflicting parties should always strive to reduce or avoid conflict; certainly it should never be
escalated. People differ in the management of conflict situations. In a given team, extremes may exist where one member is very aggressive, causing small disagreements to escalate into major arguments while another member may avoid conflict by not engaging into the discussion at all (Sillars, 1996). To gain a better understanding of the interpersonal conflicts that exist within teams, an assessment of the styles of conflict management must be examined. A number of researchers and practitioners have determined five basic management styles that individuals will use when dealing with conflict (Sashkin, 1995; McMahon, 1994; Sillars, 1996). Conflict styles are patterned responses or clusters of behaviors that people use in conflict (Hocker & Wilmot, 1991). These conflict styles are described as avoiding, competing, accommodating, compromising, and collaborating. It is important to realize that no style is wrong, but that appropriate situations exist depending on the objective (Technicomp, 1995).

When we are experiencing conflict we tend to go on automatic pilot. We become defensive, our heart rate and respiration increase, our muscles tense and stress hormones flood our systems as we go into "fight or flight" mode. Those body processes manifest themselves as we talk faster and louder... which can make the person
with whom we are in conflict become defensive...thus making us more defensive and worsening the conflict.

When we are flooded with the feelings of conflict, it becomes difficult to think because reasoning is done in another part of the brain. It becomes necessary, then, to control our emotions before we can reasonably deal with the conflict.

**Definition:**

Olcum (2004) defines conflict as the process in which one party perceives that its interests are being opposed or negatively affected by another party.

Rahim (1992) defines conflict as an interactive process manifested incompatibility, disagreement or dissonance within or between social entities”.

According to Folger, Poole, and Stutman (1997). Conflict is the interaction of interdependent people who perceive incompatible goals and interference from each other in achieving those goals.
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Fink, 1968 agree that conflict is a process involving two or more parties. Likewise, there’s agreement that a party, for there to be conflict, must perceive the opposition of the other.

Hocker and Wilmot (1995) define conflict as “an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources, and interference from others in achieving their goals”.

Admittedly, there is some divergence of opinion as to what the “other” is opposing. Thomas (1976) indicates that the party’s “concerns” or “something cared about” (Thomas, 1992) is opposed.

Conflict arises from differences which if not properly handled will produce sharp disagreement and sometimes violent clashes. It occurs whenever people disagree over their values, motivations, perceptions, ideas, or desires. Sometimes these differences look trivial, but when a conflict triggers strong feelings, a deep personal and relational need is at the core of the problem- a need to feel safe and secure, a need to feel respected and valued, or a need for greater closeness and intimacy. Conflict also occurs when you have disagreement, dispute or controversy in ideas or viewpoints mostly held by two or more
individuals/groups; however you can have disagreement within yourself, when there are more than one motives or thoughts conflicting within you.

Conflict may be defined as a struggle or contest between people with opposing needs ideas, beliefs, values, or goals. Conflicts in the workplace are not something to be ignored. Unaddressed conflicts will fester and get worse if it is neglected. Individuals need to have the skills and knowledge on how to manage the conflict as competently as possible when the inevitable conflict surfaces. More so, since management of conflict is one of the important roles played by managers in organizations Roper, G., 2005 as managing workplace conflict is one of the crucial investment for long term viability and success for a business Oudeh, N., 1999 .In addition, it was found that managers spent in excess of 20% of their time dealing with conflict Thomas, K.W. and W.H. Schmidt, 1976.

They go on to say that definitions may vary depending on one’s perspective as well as one’s discipline such as psychology, sociology, etc. The definition would also differ depending on the realm of volatility, or perceived volatility, in the conflict. In the least volatile realm, the word conflict implies dissention, disagreement,
opposition, and lack of consensus among two or more people. In the most volatile realm, the implication includes associated animosity, anger, antagonistic words and/or behavior and increasing levels of frustrations.

Conflict in teams is inevitable; however, the results of conflict are not predetermined.

Conflict might escalate and lead to nonproductive results, or conflict can be beneficially resolved and lead to quality final products. Therefore, learning to manage conflict is integral to a high-performance team. Although very few people go looking for conflict, more often than not, conflict results because of miscommunication between people with regards to their needs, ideas, beliefs, goals, or values.

Cetin and Hacifazlioglu, 2004 argued that the way a conflict is handled would affect the nature of the conflict, that is, whether it becomes beneficial or destructive. The benefits of conflict should not be underestimated. Conflict which is managed effectively and appropriately would add substantial value to an organization, as it is considered as a healthy ingredient in business life Robbins (1973) in
addition to acting as a catalyst for change agent. Conflicts which are managed well will create conducive workplace for its workers where relationships, trust and respect will prevail among its employees Gill (1992). Having such working environments will result in stimulated team spirit and increased productivity. Furthermore, with strengthened working relationships, the "us" versus "them" polarization can be eliminated Pedersen and Jandt, 1996. This is crucial as good working relationships are important to achieve organizational goals.

Lobel (1994) states that the absence of conflict might be a sign of an unhealthy organisation. Additionally, conflict can be constructive for organizations because it can lead, if handled constructively, to change, adaptation, and survival. The key, then is to engage in techniques that allow individuals and organizations to handle conflict productively (McNary, 2003 cited from Labovitz, 1980; Lobel 1994). Despite its adverse effects, today conflict is viewed by most experts as a potentially useful aspect of organisation because it can, if properly channelled, be an engine of innovation and change. This view recognises the necessity of conflict and explicitly encourages a certain amount of controlled conflict in organisations (Dessler, 1998).
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Conflict can be an important tool in the development of an organization if it is handled carefully and with positive efforts and attitude. Further conflict can be productive if managed creatively.

Some factors indicate conflict, and therefore are referred to as conflict indicators. They are:

- Desire for power
- Body language
- Strong public statements
- Disagreements, regardless of issue
- Withholding bad news
- Surprises
- Lack of candor on budget problems or other sensitive issues
- Airing disagreements through media
- Conflicts in value system
- Increasing lack of respect
- Open disagreement
- Lack of clear goals
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• No discussion of progress, failure relative to goals, failure to evaluate the superintendent fairly, thoroughly or at all.

Conflict is a struggle to resist or overcome; contest of opposing forces or powers, strife; battle. It is a state or condition of opposition; antagonism; discord. It is a painful tension set up by a class between opposed and contradictory impulses. Chaplin (1979) cited by Oyeshola (2005) defined conflict as “the simultaneous occurrence of two or more mutually antagonistic impulses or motives”. Deutsh (1973) also cited by Oyeshola (2005) submitted that conflict is “wherever incompatible activities occur”. Evans and Newhan (1998) cited by Sani (2007) defined conflict as “a social condition which arises where two or more parties pursue goals which are incompatible”. The parties may be individual, small or large groups and communities. Sani (2007) submitted that conflict is “often associated with anything bad and negative which needs to be avoided. It is seen as an opposite of peace”. In a workplace, a simple disagreement between team members, if unresolved, may escalate into avoidance, inability to work together, verbal assaults, and resentment. In the worst cases, it may also lead to hostility or eventual separation from the organization. Therefore, it is important that this issue of
conflict be traced from the origin so that it could be properly handled and resolved.

Some factors that can impact one’s responding to conflict are listed below with explanation of how these factors might affect.

**Self concept** - How one thinks and feels about one’s effect and how one approaches conflict. Do people think their thoughts, feelings, and opinion are worth being heard by the person with whom they are in conflict?

**Expectation** - Does one believe the other person or our team wants to resolve the conflict?

**Situation** - Where is the conflict occurring, do people know the person they are in conflict with, and is the conflict personal or professional?

**Position** – (Power) what is power status relationship, (that is, equal, more, or less) with the person with whom they are in conflict is?

**Practice** - Practice involve being able to use conflict modes effectively, being able to determine what conflict mode would be
most effective to resolve the conflict, and the ability to change modes as necessary while engaged in conflict.

**Determining the best mode** – Through knowledge about conflict and through practice one develops a "conflict management understanding" and can, with as and limited energy, determine what conflict mode to use with the particular person with whom one is in conflict.

**Communication skills** – The essence of conflict resolution and conflict management is the ability to communicate effectively. People who have and use effective communication will resolve their conflicts with greater ease and success.

**Life experiences** – Some of us had great role models who teach us to manage our conflicts and others of us had less-than-great role models. Our life experiences, both personal and professional, have taught us to frame conflict as either something positive that can be worked through or something negative to be avoided and ignored at all costs.
Types of conflict

The processes of resolving conflict are influenced to a degree by the situation in which the conflict occurs. Three types of possible conflict in an organization are intrapersonal, interpersonal and intergroup.

1. **Intrapersonal conflict:** An experience that takes place within an individual. An individual experiencing guilt as a result of inner conflict often becomes depressed, irritable and restless. However, identifying the actual source of the conflict and distinguishing between what one wish to do and what should be done are two steps in managing inner conflict successfully.

2. **Interpersonal conflict:** Conflict between individuals in the same organization. It exists whenever people interact in some way to produce results or achieve goals. Because they differ, however, in many ways: attitude, personality, values, goals, background, experience, etc. the resultant conflict makes the attainment of the goals quite difficult. Therefore, learning to make the proper adjustments is an important factor in managing interpersonal conflict.
3. **Intergroup conflict:** Conflict between groups in the same organization. It occurs whenever there is a contact or interaction between the groups. Three sources of intergroup conflict are; cohesions- “sticking together” within a group often causes out-group hostility; structure-type of leadership and status of individuals within a group are factors that increase conflict; power taking actions which affects others and purposely influencing the welfare of others produce conflict with less powerful groups. Parties involved in conflict, by trying to find solutions acceptable to all, can reduce the dysfunctional aspects of conflict.

4. **Relationship conflict:** Relationship conflicts are disagreements and incompatibilities among group members regarding personal issues that are not task related. Relationship conflicts frequently reported are about social events, gossip, clothing preferences, political views and hobbies.

5. **Task conflict:** Task conflicts are disagreements among group members, concerning ideas and opinions about the task being performed, such as disagreement regarding an organization’s current hiring strategies. It is conflict over the content of the task.
Some research has shown that moderate levels of task conflict can be beneficial for specific types of performance under certain circumstances the majority of the research indicates that task conflict, as well as relationship conflicts, hinder group performance and member satisfaction.

6. **Process conflicts:** Process conflicts are disagreements about logistical and delegating issues such as how task accomplishment should proceed in the work unit, who’s responsible for what, and how things should be delegated. It was found that group members distinguished between process and task aspects of group functioning. Process issues, according to the members, included planning and task delegation while task-content issues focused more on the content or goal of the task itself. Take a research and development team; when four researchers disagree about data interpretation and the meaning of the results, they are experiencing task conflict. If they argue about who is responsible for writing up the final report and who will make the presentation, they are having a process conflict.

7. **Functional conflict:** Conflict is often viewed as a negative aspect of business, it is necessary and in some cases even desired.
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However, it must be managed so that it will not hinder performance or corrode individual or team spirit. Conflict can be considered functional when its results are positive and when the people with divergent views intend their disagreement to have positive results. Disagreement may signal the emergence of innovative, novel concepts as yet unrealized.

1.1 CAUSES OF CONFLICT

Conflict can occur between employees in any organization. Conflicts can be minor and quickly resolved, but they can also blow up into large problems if they are not properly handled. One of the best ways to deal with conflicts is to avoid them in the first place. To do so, it is necessary to first understand what causes of conflict. According to psychologists Art Bell and Brett Hart,(2000 and 2002) there are eight common causes of conflict in the workplace. Bell and Hart identified these common causes in separate articles on workplace conflict. The eight causes are:

1. Conflicting resources.

2. Conflicting styles.
3. Conflicting perceptions.

4. Conflicting goals.

5. Conflicting pressures.

6. Conflicting roles.

7. Different personal values.

8. Unpredictable policies.

1. **Conflicting Resources**

   We all need access to certain resources – whether these are office supplies, help from colleagues, or even a meeting room – to do our jobs well. When more than one person or group needs access to a particular resource, conflict can occur. If you or your people are in conflict over resources, use techniques such as Win-Win Negotiation or the Influence Model to reach a shared agreement. One can also help team members overcome this cause of conflict by making sure that they have everything they need to do their jobs well. Teach them how to prioritize their time and resources, as well as how to negotiate with
one another to prevent this type of conflict. If people start battling for a resource, sit both parties down to discuss openly why their needs are at odds. An open discussion about the problem can help each party see the other’s perspective and become more empathic about their needs.

2. Conflicting Styles

Everyone works differently, according to his or her individual needs and personality. For instance, some people love the thrill of getting things done at the last minute, while others need the structure of strict deadlines to perform. However, when working styles clash, conflict can often occur. To prevent and manage this type of conflict in your team, consider people’s working styles and natural group roles when you build your team. You can also encourage people to take a personality test, such as the Myers-Briggs Personality Test. This can help them become more accepting of other people’s styles of working, and be more flexible as a result.

3. Conflicting Perceptions

All of us see the world through our own lens, and differences in perceptions of events can cause conflict, particularly where one
person knows something that the other person doesn’t know, but doesn’t realize this. If your team members regularly engage in “turf wars” or gossip, you might have a problem with conflicting perceptions. Additionally, negative performance reviews or customer complaints can also result from this type of conflict. Make an effort to eliminate this conflict by communicating openly with your team, even when you have to share bad news. The more information you share with your people, the less likely it is that they will come up with their own interpretations of events. Different perceptions are also a common cause of office politics. For instance, if you assign a project to one person that normally would be someone else’s responsibility, you may unwittingly ignite a power struggle between the two. Learn how to navigate office politics, and coach your team to do the same.

4. Conflicting Goals

Sometimes we have conflicting goals in our work. For instance, one of our managers might tell us that speed is most important goal with customers. Another manager might say that in-depth, high-quality service is the top priority. It’s sometimes quite difficult to reconcile both. Whenever you set goals for your team members, make sure that
those goals don’t conflict with other goals set for that person, or set for other people. And if your own goals are unclear or conflicting, speak with your boss and negotiate goals that work for everyone.

5. Conflicting Pressures

We often have to depend on our colleagues to get our work done. However, what happens when you need a report from your colleague by noon, and he’s already preparing a different report for someone else by that same deadline? Conflicting pressures are similar to conflicting goals; the only difference is that conflicting pressures usually involve urgent tasks, while conflicting goals typically involve projects with longer timelines. If you suspect that people are experiencing conflict because of clashing short-term objectives, reschedule tasks and deadlines to relieve the pressure.

6. Conflicting Roles

Sometimes we have to perform a task that’s outside our normal role or responsibilities. If this causes us to step into someone else’s “territory,” then conflict and power struggles can occur. The same can happen in reverse, sometimes one may feel that a particular
task should be completed by someone else. Conflicting roles are similar to conflicting perceptions. After all, one team member may view a task as his or her responsibility or territory. But when someone else comes in to take over that task, conflict occurs. If you suspect that team members are experiencing conflict over their roles, explain why you’ve assigned tasks or projects to each person. Your explanation could go a long way toward remedying the pressure. You can also use a Team Charter to crystallize people’s roles and responsibilities, and to focus people on objectives.

7. Different Personal Values

Imagine that your boss has just asked you to perform a task that conflicts with your ethical standards. Do you do as your boss asks, or do you refuse? If you refuse, will you lose your boss’s trust, or even your job? When our work conflicts with our personal values like this, conflict can quickly arise. To avoid this in your team, practice ethical Leadership: try not to ask your team to do anything that clashes with their values, or with yours. There may be times when you’re asked to do things that clash with your personal ethics.
8. Unpredictable Policies

When rules and policies change at work and you don't communicate that change clearly to your team, confusion and conflict can occur. In addition, if you fail to apply workplace policies consistently with members of your team, the disparity in treatment can also become a source of dissension. When rules and policies change, make sure that you communicate exactly what will be done differently and, more importantly, why the policy is changing. When people understand why the rules are there, they're far more likely to accept the change. Conflict in the organization depends on degree of functionality, i.e., functional versus dysfunctional conflict (Bascal, 2004). Therefore, organizational leaders should understand the nature of conflict in order to know whether the conflict should be managed effectively or resolved/eliminated. If managed appropriately, functional conflict leads to organizational innovation and productivity. Dysfunctional conflict can lead to many negative results as it impacts relationships, productivity, and other key performance indicators.
Different work method

Employees often have the same goal but different approaches for achieving it. Neither employee’s approach may be incorrect, nor may one approach be less productive than the other way. The ownership of the approach, or idea, is what gives each employee pride. When approaches collide, a simple step toward resolution is for managers to encourage employees to develop more fully their approaches. Next, managers should ask employees to propose their respective plans and review them as a group. Employees will find that often a combination of the approaches is actually the best solution.

Different goals

Often in organizations, separate business units may drive towards different goals. For example, the goal of a security controls department is to ensure the security of the corporation and its customers. This goal often affects performance and work output to other business units, such as one that focuses on generating revenue. As an executive or manager, it is imperative that goals be set at the corporate level and fully communicated to all areas of
business. One of the most effective ways senior managers can help resolve cross-unit conflict is by giving people the criteria for making trade-offs when the needs of different parts of the business are at odds with one another. Therefore, if executives and managers communicate goals and criteria effectively, two things will happen in this scenario. First, business units will understand the basic role and importance of security. Second, security will understand how corporate decisions impact revenue. Clearly, management can overcome differences in goals through effective communication.

**Personalities**

Differences between employees' and managers' personalities often are a source of issues. People are sometimes annoyed by one another simply because of their looks or actions. A person's inherent biases are often contributing factors. Because everyone has biased opinions, management should not expend resources attempting to change them. However, avoiding personality conflicts altogether can significantly affect productivity. When two team members don't get along, they tend to exert a bare minimum
of effort on one another’s behalf. This may have a negative effect on project, as well as on team morale. As a result, effective leaders must understand employee biases and personality differences and partner teams and individuals to maximize productivity.

1. **Stress**

Stress is a huge motivator of conflict. Every employee has a breaking point, and every employee will reach his or her breaking point at some time or another. On a good day, employees can let issues and differences roll off their backs. However, as stress from home and work deadlines collide, often tempers will flare. When increased stress levels are combined with time pressures, good people reach the limits of composure and civil behavior. With that in mind, leaders must learn to recognize the warning signs of stress in each employee and attempt to alleviate it. Offering employees something as simple as a break or, in more severe cases, an afternoon off can go a long way toward relieving work-related stress.
1. **Different viewpoints or perspectives**

Individual perspectives are what give a business environment its edge. In fact, clashes between parties are the crucibles in which creative solutions are developed. As a result, employers are looking for diversity in people in order to ensure different perspectives are considered. Leaders in this situation must carefully and clearly listen to and understand the different perspectives. This one area can be the trickiest for managers. Since managers also have perspectives, often perspectives different from their own are misunderstood or pushed aside. Managers and leaders must remember that at least some of their employees will likely have different perspectives.

One of the early theorists on conflict, Daniel Katz (1965), created a typology that distinguishes three main sources of conflict: economic, value, and power.

1. **Economic conflict** involves competing motives to attain scarce resources. Each party wants to get the most that it can, and the behavior and emotions of each party are directed toward maximizing
its gain. Union and management conflict often has as one of its sources the incompatible goals of how to slice up the "economic pie".

2. **Value conflict** involves incompatibility in ways of life, ideologies—the preferences, principles and practices that people believe in. International conflict (e.g., the Cold War) often has a strong value component, wherein each side asserts the rightness and superiority of its way of life and its political-economic system.

3. **Power conflict** occurs when each party wishes to maintain or maximize the amount of influence that it exerts in the relationship and the social setting. It is impossible for one party to be stronger without the other being weaker, at least in terms of direct influence over each other. Thus, a power struggle ensues which usually ends in a victory and defeat, or in a "stand-off" with a continuing state of tension. Power conflicts can occur between individuals, between groups or between nations, whenever one or both parties choose to take a power approach to the relationship. Power also enters into all conflict since the parties are attempting to control each other.

It must be noted that most conflicts are not of a pure type, but involve a mixture of sources. For example, union-management conflict typically involves economic competition, but may also political
values. The more sources that are involved, the more intense and intractable the conflict usually is.

Another important source of conflict is ineffective communication. Miscommunication and misunderstanding can create conflict even where there are no basic incompatibilities. In addition, parties may have different perceptions as to what are the facts in a situation, and until they share information and clarify their perceptions, resolution is impossible. Self-centeredness, selective perception, emotional bias, prejudices, etc., are all forces that lead us to perceive situations very differently from the other party. Lack of skills in communicating what one really mean in a clear and respectful fashion often results in confusion, hurt and anger, all of which simply feed the conflict process.Whether the conflict has objective sources or is due only to perceptual or communication problems, it is experienced by the parties involved.

Reliance on rules generates less hostility than the exercise of coercive power, a common response to conflict situations (Stark, 2007). These negative behavior or actions may result when beliefs, values, attitudes, ideas, needs, goals, perceptions, expectations, or interests differ. Forsyth (1990) asserts that conflict occurs when "the actions or beliefs..."
of one or more members of a group are unacceptable to and hence are resisted by one or more groups or members”. Causes or sources of organizational conflict can be many and varied. The most common causes are:

- Scarcity of resources (finance, equipment, facilities, etc)
- Different attitudes, values or perceptions
- Disagreements about needs, goals, priorities and interests
- Poor communication
- Poor or inadequate organizational structure
- Lack of teamwork
- Lack of clarity in roles and responsibilities
- General behavior and conduct issues are rated as the most common causes of disputes at work, followed by conflicts over performance, sickness absence and attendance, and relationships between colleagues.
- Performance issues are rated more highly as a frequent cause of conflict among private services and not-for-profit organizations, compared with the other two main sectors and, in particular, public services employers.
• Attendance issues are rated highest as a cause of conflict by manufacturing and production organizations, followed by private services organizations.

• Sickness absence is most likely to be rated highly as a cause of conflict by public services organizations and manufacturing and production employers.

• Public services respondents rate relationships between colleagues, and bullying and harassment, as more significant causes of disputes in the workplace than respondents from the other three main sectors.

1.3 CONFLICT MANAGEMENT

Conflict management is the principle that all conflicts cannot necessarily be resolved, but learning how to manage conflicts can decrease the odds of nonproductive escalation. It involves acquiring skills related to conflict resolution, self-awareness about conflict modes, conflict communication skills, and establishing a structure for management of conflict in your environment.

Conflict management is the practice of identifying and handling conflict in a sensible, fair and efficient manner. People must interact and communicate with each other in order to accomplish
organizational and personal goals. Ideally, these interpersonal relationships would be productive, cooperative, and satisfying. However, the reality is that they are not always this way. Conflict is inevitable and can be positive and negative. Although it is impossible, and probably not wise, to eliminate conflict, it is prudent for organizations to provide direct instruction in conflict management training. Growth of an organization also depends on number of conflicts it faces. It is usually not possible that there may be no conflict in an organization, so best way is to manage it constructively. The approach to handle it should be constructive and positive. Negative approach can cause destruction. Otite and Albert (1999) see conflict as a dynamic phenomenon which is part of life. It is an engine of progress. Conflict may arise from the largest affairs of international politics to everyday matters of work and family life. It consists of stages such as initiation, escalation, controlled maintenance, abatement, and termination or resolution and in this process peace is the ultimate target or result of conflict or even violence. The aim of an individual or group might not be achieved but it may be subdued through negotiated settlement.
**Definition:**

Wall & Callister, (1995), “process in which one party perceives that its interests are being opposed or negatively affected by another party”

Van de Vliert 1996,”Conflict management is what people who experience conflict intends to do, as well as what they actually do”. It refers to the strategies implemented by members aimed at reducing or solving conflict.

Conflict management is the positive and constructive handling of difference and divergence. Rather than advocating methods for removing conflict, it addresses the more realistic question of managing conflict: how to deal with it in a constructive way, how to bring opposing sides together in a cooperative process, how to design a practical, achievable, cooperative system for the constructive management of difference (Bloomfield and Reilly 1998).

Conflict can be a positive force for change within organizations (Darling and Fogliasso, 1999) however the reality in most cases is that the impact of conflict is negative at least for the lower level of management working at shop floor (Edwards and Walton, 2000).
They argue that it addresses how to deal with conflict in a constructive way, how to bring opposing sides together in a cooperative process, how to design a practical, achievable, cooperative system for the constructive management of difference. This position emphasizes the need for the establishment of a practical communicative vehicle that will integrate the parties involved and ensure that peace reigns.

Conflict management involves implementing strategies to limit the negative aspects of conflict and to increase the positive aspects of conflict at a level equal to or higher than where the conflict is taking place. Furthermore, the aim of conflict management is to enhance learning and group outcomes (effectiveness or performance in organizational setting).

Overall conflict management should aim to minimize affective conflicts at all levels, attain and maintain a moderate amount of substantive conflict, and use the appropriate conflict management strategy—to effectively bring about the first two goals, and also to match the status and concerns of the two parties in conflict.
Fred Tanner has defined conflict management as the limitation, mitigation and/or containment of a conflict without necessarily solving it. Conflict management should imply a change, from destructive to constructive, in the mode of instruction. Conflict management refers to eliminating violent and violence-related actions and leaving the conflict to be dealt with on the political level. Conflict management typically focuses on the armed aspects of a conflict.

Conflict is manifest, without being militarized, it can and should be addressed by the active parties and the international community. As soon as a conflict has been militarized, or manage the conflict escalates quickly.

**Conflict formation and management**

Conflict formation in daily activities is a complex issue. Therefore, successful conflict resolution requires many complex skills and techniques. Successful conflict resolution can only be achieved by listening to and meeting the needs of all parties so that each party is substantially satisfied with the outcome. A major influence on the direction taken in the study of interpersonal conflict. They identified
the issues of concern for self and concern for others as being essential to the understanding of conflict formation and their resolution.

Furthermore, the science or art of conflict management in business activities involves flexibility and accuracy of understanding human reactions. Conflict management may be seen as a systematic mechanism for handling different situations. Moreover, the understanding of conflict and its resolution can help people improve their relationships especially in the customer service industry.

**Conflict and conflict management:**

The biggest misconception about conflict is that it is intrinsically bad. There is a negative side to conflict that can be very destructive, but the positive side of conflict is often a stimulus for creativity.

Conflict within groups is harmful as it ultimately results in relationship conflict, and it is widely accepted that relationship, or inter-personal conflict, with its emotional and team dynamics costs, means far from optimal outcomes for all involved. With the focus here on the conflict between team members in the group, there is a great deal of academic evidence available to reflect a fundamental human understanding- whilst alternate opinions and viewpoints may be
useful, the fighting and disharmony that capture genuine "conflict" should be avoided.

Conflict has been described and categorized in various ways, some of which are: cognitive versus relationship or affective conflict, fighting versus defending the status quo, chaos versus. For any organization to be effective and efficient in achieving its goals, the people in the organization need to have a shared vision of what they are striving to achieve, as well as clear objectives for each team/department and individual. One also needs ways of recognizing and resolving conflict amongst people, so that conflict does not become so serious that cooperation is impossible. All members of any organization need to have ways of keeping conflict to a minimum and of solving problems caused by conflict, before conflict becomes a major obstacle to your work. This could happen to any organization, whether it is an NGO, a CBO, a political party, a business or a government. Conflict management is the process of planning to avoid conflict where possible and organizing to resolve conflict where it does happen, as rapidly and smoothly as possible.
1.4 METHODS OF CONFLICT RESOLUTION:

Conflict in the workplace is not unusual, but it can be disruptive and counter-productive. In order to maintain order in the workplace, a company needs to engage in conflict resolution strategies before a conflict arises and be able to address a problem when it happens. The best kind of conflict resolution strategies are preemptive and help to create a working atmosphere that is collaborative and productive. Regardless of the level of conflict, there are differing approaches to deal with the incompatibilities that exist. Conflict can result in destructive outcomes or creative ones depending on the approach that is taken. If we can manage conflict creatively, we can often find new solutions that are mutually satisfactory to both parties. Three general strategies have been identified that the parties may take toward dealing with their conflict; win-lose, lose-lose, and win-win.

- **The win-lose approach** is all too common. People learn the behaviors of destructive conflict early in life – competition, dominance, aggression and defense permeate many of our social relationships from the family to the school playground. The “fixed pie” assumption is made, often incorrectly, that what one party gains, the other loses. The strategy is thus to force the other side to
capitulate. Sometimes, this is done through socially acceptable mechanisms such as majority vote, the authority of the leader, or the determination of a judge. Sometimes, it involves secret strategies, threat, innuendo – whatever works is acceptable, i.e., the ends justify the means. There is often a strong we-they distinction accompanied by the classic symptoms of intergroup conflict. The valued outcome is to have a victor who is superior, and a vanquished who withdraws in shame, but who prepares very carefully for the next round. In the long run, everyone loses.

- **The lose-lose strategy** is exemplified by smoothing over conflict or by reaching the simplest of compromises. In neither case is the creative potential of productive conflict resolution realized or explored. Disagreement is seen as inevitable, so therefore why not split the difference or smooth over difficulties in as painless a way as possible? Sometimes, this is indeed the reality of the situation, and the costs are less than in the win-lose approach, at least for the loser. Each party gets some of what it wants, and resigns itself to partial satisfaction. Neither side is aware that by confronting the conflict fully and cooperatively they might have created a more satisfying
solution. Or the parties may realistically use this approach to divide limited resources or to forestall a win-lose escalation and outcome.

- **The win-win approach** is a conscious and systematic attempt to maximize the goals of both parties through collaborative problem solving. The conflict is seen as a problem to be solved rather than a war to be won. The important distinction is we (both parties) versus the problem, rather than we (one party) versus them (the other party).

This method focuses on the needs and constraints of both parties rather than emphasizing strategies designed to conquer. Full problem definition and analysis and development of alternatives precede consensus decisions on mutually agreeable solutions. The parties work toward common and super ordinate goals, i.e., ones that can only be attained by both parties pulling together. There is an emphasis on the quality of the long term relationships between the parties, rather than short term accommodations. Communication is open and direct rather than secretive and calculating. Threat and coercion are proscribed. The assumption is made that integrative agreements are possible given the full range of resources existing in the relationship. Attitudes and behaviors are directed toward an increase of trust and acceptance rather than an escalation of suspicion.
and hostility. The win-win approach requires a very high degree of patience and skill in human relations and problem solving.

Conflict management strategies have primarily been defined based on assertiveness and cooperation. In the definition of the conflict management strategies, assertiveness means a concern for self and cooperation means a concern for others. There are five conflict management strategies for dealing with these two concerns (Thomas, 1976) and they are presented in the following diagram.

**Table 1  Conflict management strategies**

<table>
<thead>
<tr>
<th>High concern for self</th>
<th>High concern for others</th>
</tr>
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<tbody>
<tr>
<td>Dominating</td>
<td>Integrating</td>
</tr>
<tr>
<td></td>
<td>Compromising</td>
</tr>
<tr>
<td>Avoiding</td>
<td>Obliging</td>
</tr>
</tbody>
</table>

Low concern for self | Low concern for others
As shown in the diagram, integrating management strategies involve a high concern for self and high concern for others. A compromising management strategy involves a medium concern for self and medium concern for others. A dominating management strategy involves a high concern for self but low concern for others. An obliging management strategy involves a high concern for others and a low concern for self. An avoiding management style involves a low concern for self and a low concern for others. All of these five management styles have different uniqueness and applications. Concern for self is assess as the degree of assertiveness aggravated by interest in one’s personal values, opinions and perceptions, whereas concern for others is explained as the degree of cooperativeness and consideration for others’ interests, values, opinions and perceptions, (Thomas, 1976)

Blake and mouton’s (1964, 1970) conflict management approaches were aligned with their Managerial Grid concept which
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was based on two dimensions, concern for people and concern for production. Blake and Mouton (1964, 1970, 1981) describe conflict management styles as:

1) Avoiding, 1 on people concern and 1 on production concern;

2) Accommodating, 9 on people concern and 1 on production concern;

3) Compromising, 5 on people concern and 5 on production concern;

4) Competing, 1 in people concern and 5 on production concern; and

5) Collaborating, 9 on people concern and 9 on production concern.

6) Collaboration, the most effective method of dealing with conflict, includes direct confrontation which brings conflict out in the open so that it can be managed or resolved (Blake & Mouton, 1964). Puriff et. al., (1999), proposed four styles of managing conflict –

1) Yielding

2) Problem solving

3) Inaction

4) Contending
Thomas K.W (1976), Van de Vlier (1990) identified harmony, confrontational and regulative as the different conflict management styles.

Thomas et al., (1974), proposed two dimensions of conflict management.

1. Concern for self- explains the extent to which (high or low) individual satisfies personal needs.

2. Concern for others- explains the extent to which (high or low) individual satisfies other person’s needs.

When these two dimensions are combined it gives the following conflict management styles.

**Competing**

An individual seeks to ‘win’ by focusing on self concerns over other needs and wants in an assertive and uncooperative manner through defending a personal position which is believed to be the “correct” position. Assert one’s viewpoint at the potential expense of another. It can be useful when achieving one’s objective outweighs one’s concern for the relationship (Thomas and Kilmann, 1974).
Accommodating

Surrender one’s own needs and wishes to accommodate the other party. The opposite of “competing”. A self sacrificing approach wherein an individual is unassertive and cooperative to the point that the person’s own concerns are to satisfy the other party in the conflict (Thomas and Kilmann, 1974).

Avoiding

An individual through an unassertive and uncooperative response fails to seek personal concerns or the concerns of the other party. Avoid or postpone conflict by ignoring it, changing the subject, etc. Avoidance can be useful as a temporary measure to buy time or as an expedient means of dealing with very minor, non recurring conflicts. In more severe cases, conflict avoidance can involve severing a relationship or leaving a group. (Thomas and Kilmann, 1974).

Collaborating

The opposite of “avoiding”, a person is assertive while being cooperative in an attempt to generate a plan of action for dealing with the conflict that is mutually satisfying and acceptable to all parties
involved in the conflict. Work together to find a win-win and mutually beneficial solution to conflict. Collaboration can also be time intensive and inappropriate when there is not enough trust, respect or communication among participants for collaboration to occur. (Thomas and Kilmann, 1974).

**Compromising**

The individual’s goal is to find a course of action that is partially satisfying to all parties in the conflict, thus through an approach that is equally assertive and cooperative the middle ground is determined and accepted. Bring the problem into the open and have the third person present. The aim of conflict resolution is to reach agreement and most often this will mean compromising (Thomas and Kilmann, 1974).

**Academic intelligence** refers to a set of characteristics required to gain information and to be able to explain and understand it theoretically. Academic intelligence is learned in school; spelling, history, politics, etc.
Emotional intelligence

Emotional intelligence (EI) is the area of cognitive ability involving traits and social skills that facilitate interpersonal behavior. Intelligence can be broadly defined as the capacity for goal-oriented adaptive behavior; emotional intelligence focuses on the aspects of intelligence that govern self-knowledge and social adaptation. It is the ability to motivate oneself and persist in the face of frustration, to control impulse and delay gratification; to regulate one's mood and keep distress from swamping the ability to think; to emphasize and hope. Emotional intelligence is the potential to use, describe, identify, learn from, manage and understand emotions. Intelligent quotient is inherent and emotional Intelligence is developed and nurtured in the adulthood, proving beneficial to one's health, relationship and performance. In contrast to the focus on academically-oriented skills, such as mathematical ability, that are evaluated in an IQ test, an EQ test focuses more on the individual's capacity to deal effectively with others. To that end, it evaluates traits and abilities such as self-awareness and empathy, which are sometimes referred to as soft skills.
Spiritual intelligence is the ultimate intelligence which addresses and solves problems of meaning and value, the intelligence with which the actions and lives of men can be placed in a wider, richer, meaning-giving context, the intelligence with which it can be assessed that one course of action or one life path is more meaningful than another.

1.5 Conflict in service sector and manufacturing sector

Service sector plays an important role in the GDP of a country. The growth associated with development caused by service sector has the ability to transform a developing country to a developed one. The term service is rather general in concept and it includes a wide variety of services ranging from business and professional services, such as, advertising, marketing research, banking insurance, computer programming, legal and medical services, to services rendered by professionals but censured for reason other than business like leisure, recreation, entertainment and fulfillment of other psychological and emotional needs, such as, education, fine arts, etc.

Among fast growing developing countries, India is distinctive for the role of the service sector. Where earlier developers grew by exporting labor-intensive manufactures, India has relied to a greater
extent on services. Although there are other emerging markets where the share of services in GDP exceeds the share of manufacturing, India stands out for the dynamism of its service sector. Services or the "tertiary sector" covers a wide gamut of activities like trading, banking & finance, infotainment, real estate, transportation, security, management & technical consultancy among several others.

An industry made up of companies that primarily earn revenue through providing intangible products and services. The service sector has the highest number of touch points with customers and the moments – of – truth will determine the satisfaction levels.

The three industries within the service division that experienced the most growth in the last decade have been (1) business services, (2) health care, and (3) social services. The business services areas in which the largest numbers of jobs were gained were personnel supply and computer services. The personnel supply area includes organizations such as temporary employment agencies, traditional employment agencies, and other organizations that supply labor to other companies. The computer services industry includes mass-produced software, custom programming, custom computer
systems design, and computer leasing. The primary reason for growth in both these areas has been changes in business processes.

The health care industry is one of the world's largest and fastest-growing industries. Consuming over 10 percent of gross domestic product (GDP) of most developed nations, health care can form an enormous part of a country's economy. Health care services comprise companies and entities that provide health care services, such as hospitals, home health care providers, and nursing homes. In the health care industry, there were four components that added large numbers of jobs: offices of physicians and other practitioners, nursing and personal care facilities, hospitals, and home health care. Two main reasons for this increase are new medical procedures, with which additional personnel are required to perform them, and because of the increased number of elderly persons require health care needs.

The third industry that gained the most jobs in the services division is social services. Social services encompasses daycare for children, residential care for the elderly, and other family services; engineering and management services; private education; recreation and amusement; and membership organizations (e.g., houses of worship).
India therefore has a services-oriented economy. It hasn’t followed traditional growth models (as in China) in that it has skipped the manufacturing stage and has jumped straight from the agricultural stage to services. The services sector has the highest growth rate and is the least volatile sector. Growth is particularly marked in public services, IT and financial services.

Manufacturing is an important activity to promote economic growth and development. India is a resource intensive country and is rapidly emerging as a manufacturing hub for global players owing to its low costs, skilled workforce, positive business environment and strengthening international image. The Indian manufacturing sector also showed remarkable overall business sentiments in Jan-mar 2012 quarter, as per the industrial outlook survey conducted by Reserve Bank of India (RBI) for the quarter.

Manufacturing is also considered as a wealth producing sector of an economy. It is also very closely related with engineering. It is regarded as the application of tools and the processed transformation where raw materials are used to manufacture these products and are then turned into finished goods ready to be sold. These finished goods are then sent to dealers for sale. In industries of steel and
India has all the requisite skills in product, process and capital engineering, thanks to its long manufacturing history and higher education system. India's cheap, skilled manpower is attracting a number of companies, spanning diverse industries, making India a global manufacturing powerhouse.

The 'Indian manufacturing' sector has the potential to elevate much of the Indian population above poverty by shifting the majority of the workforce out of low-wage agriculture. Manufacturing sector is the backbone of any economy. It fuels growth, productivity, employment, and strengthens agriculture and service sectors. Astronomical growth in worldwide distribution systems and IT, coupled with opening of trade barriers, has led to stupendous growth of global manufacturing networks, designed to take advantage of low-waged yet efficient work force of India. 'Indian Manufacturing' sector is broadly divided into -

- Capital Goods & Engineering.
- Chemicals, Petroleum, Chemicals & Fertilizers.
- Packaging.
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- Consumer non-Durables.
- Electronics, IT Hardware & peripherals.
- Gems & Jewelry.
- Leather & Leather Products.
- Mining.
- Steel & non-Ferrous Metals.
- Textiles & Apparels.
- Water Equipment.

Further, 'Indian Manufacturing' sector must focus on areas like improving the urban infrastructure, ensuring fair competition and access to markets, reduction of import duties, quality improvements in vocational and higher education, increased investment in R&D. Government leaders, experts, and researchers focusing towards making Indian manufacturing globally competitive and to have a sustained growth, which contributes significantly to GDP growth, employment generation and overall economic development. It also aims to identify factors hampering industrial growth and seeks to redress these factors.
India is preparing to revamp its manufacturing setup, with the aim of emerging as a world class manufacturing hub. Realizing the potential in this arena, various companies catering to different sectors, such as consumer and industrial electronics, telecom equipment, computers and solar energy, are on their way to expanding their existing facilities in India, or are planning to set up new facilities to tap the huge opportunities within the country. These activities on the manufacturing front will also boost the growth of many other sectors like tools and equipment, test and measurement devices, and through-hole machines, etc. And within manufacturing, textiles, food and beverages, transport equipment, metals, leather and machinery are expected to contribute the most to employment generation. Manufacturing will have the highest employment potential because after agriculture it accounts for the largest share of jobs among different divisions of economic activity.

Manufacturing takes turns under all types of economic systems. In a free market economy, manufacturing is usually directed towards the mass production of products for sale to customers at a profit. In a collectivist economy, manufacturing is more frequently directed by the state to supply a centrally planned economy. In free market
economies, manufacturing occurs under some degree of government regulation. The wittiness of today's generation and the wisdom of our guardians make a perfect combination to manufacture growth and provide sufficient thrust to raise nation.

Difference between service and manufacturing operations are first way to classify organizations is according to their output of products, the goods or services they produce. Manufacturing organizations use raw materials to produce goods, physical items such as pencils, televisions, and candy bars. Goods are tangible, so they can be touched, seen, measured, and otherwise physically evaluated by customers.

Goods oriented firm has to deal with inventory, while inventory is a minimal concern for a service organization. It just so happens that inventory brings a lot of non trivial resource concerns with it, including physical storage, movement, financing of inventory not sold, legal concerns over ownership and whose balance sheet the inventory appears on, plus all of the record keeping and accounting requirements. A service operation can avoid most of the inventory hassles.
Rationale of the Study

The purpose of the study is to verify comparative study of conflict management in service sector. Conflict is one of the major challenges and hurdles that an employee faces at various levels in an organization. The academic, emotional and spiritual intelligence of an employee could have a significant impact on the way conflict is managed, in a positive sense thereby leading to a positive outcome of conflict.

This exploratory study will be helpful in throwing light on the service and manufacturing sector impacting conflict management. Research in the area of conflict management capacity building involve strengthening governance institutions, enhancing mechanisms for participation, supporting the development of mediation facilities and other forms of alternative dispute resolution, and providing skills training to enrich national development policy and practice with conflict resolution principles, tools and techniques so as to better harness development as a vehicle for sustainable peace. Conflicts are
the inevitable part of life that needs to be managed in productive and functional manner. Service and manufacturing sector affects conflict management in its unique manner. Present research is an attempt to explore the varied impact of service and manufacturing sector on conflict management.

**Objectives of the Study**

1. To study the effect of sector (manufacturing and service) on conflict management.

2. To study the effect of sector (manufacturing and service) on “view of conflict” dimension of conflict management.

3. To study the effect of sector (manufacturing and service) on “atmosphere” dimension of conflict management.

4. To study the effect of sector (manufacturing and service) on “clarifying perception” dimension of conflict management.

5. To study the effect of sector (manufacturing and service) on “needs” dimension of conflict management.

6. To study the effect of sector (manufacturing and service) on “power” dimension of conflict management.
7. To study the effect of sector (manufacturing and service) on "future orientation" dimension of conflict management.

8. To study the effect of sector (manufacturing and service) on "options" dimension of conflict management.

9. To study the effect of sector (manufacturing and service) on "doables" dimension of conflict management.

10. To study the effect of sector (manufacturing and service) on "mutual benefit agreement" dimension of conflict management.

11. To study the effect of sector (manufacturing and service) on "extra consideration" dimension of conflict management.

12. To study the effect of sector (manufacturing and service) on "communication and relationship", a cause of conflict.

13. To study the effect of sector (manufacturing and service) on "inadequate organizational structure", a cause of conflict.

14. To study the effect of sector (manufacturing and service) on "poor work environment", a cause of conflict.
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15. To predict the value of dependent variable conflict management from independent variable sector.