CHAPTER -1

INTRODUCTION

Conflict is the inherent incompatibility between the objectives of two or more characters or forces. Organizational conflict is a state of discord caused by the actual or perceived opposition of needs, values and interests between people working together. Conflict takes many forms in organizations. There is the inevitable clash between formal authority and power and those individuals and groups affected. There are disputes over how revenues should be divided, how the work should be done and how long and hard people should work. There are jurisdictional disagreements among individuals, departments, and between unions and management. There are subtler forms of conflict involving rivalries, jealousies, personality clashes, role definitions, and struggles for power and favour. There is also conflict within individuals — between competing needs and demands — to which individuals respond in different ways.

Conflict causes a great degree of discomfort, anger, frustration, sadness and pain to an individual. The dictionary defines "conflict" as "a struggle to resist or overcome; contest of opposing forces or powers; strife; battle, a state or condition of opposition; antagonism; discord. A painful tension set up by a clash between opposed and contradictory impulses." No matter how hard one try to avoid it, conflict periodically enters into everybody's lives.

In the 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 and eventual separation from the organization. Therefore, it is important that the conflict be resolved as soon as possible.

Conflict arises due to a variety of factors. These may be individual differences in the goals, expectations, values and proposed courses of action or suggestions about how best to handle a situation. Conflict is further aggravated in today’s context due to changes in technology, global shifting of power, political unrest, financial uncertainties, operational procedures, personnel, clientele, product line, financial climate and even
corporate philosophy and/or vision. These, along with many other factors, make conflict a reality.

**Definitions for Conflict**

To understand the characteristics of the concept, the definitions are referred to given by eminent scholars and researchers:

**Coser (1956)** Social conflict is a struggle between opponents over values and claims to scarce status, power, and resources.

**Schelling (1960)** Conflicts that are strategic are essentially bargaining situations in which the ability of the participant to gain his ends is dependent on the choices or decisions that the other participant will make.

**Deutsch (1973)** A conflict exists whenever incompatible activities occur. One party is interfering, disrupting, obstructing, or in some other way making another party's actions less effective.

**Wall (1985)** Conflict is a process in which two or more parties attempt to frustrate the other's goal attainment. The factors underlying conflict are three fold: interdependence, differences in goals, and differences in perceptions.

**Pruitt and Rubin (1986)** Conflict means perceived divergence of interest, or a belief that the parties’ current aspirations cannot be achieved simultaneously.

**Conrad (1990)** Conflicts are communicative interactions among people who are interdependent and who perceive that their interests are incompatible, inconsistent, or in tension.

**Tjosvold and Van de Vliert (1994)** Conflict-incompatible activities occur within co-operative as well as competitive contexts. Conflict parties' can hold co-operative or competitive goals.

**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.
World English Dictionary:

- A struggle or clash between opposing forces: battle.
- A state of opposition between ideas, interest, etc., disagreement or controversy.
- A clash, as between two appointments made for the same time.
- Psycho opposition between two simultaneous but incompatible wishes or drives, sometimes leading to a state of emotional tension and thought to be responsible for neuroses.
- To come into opposition, clash
- To fight.

These definitions have much in common. First, they indicate the inevitability of conflict in human affairs. Second, they reveal key features of conflict situations. Many of the definitions, for example, stress that conflicts involve interdependent parties who perceive some kind of incompatibility between them.

Conflicts are part of human consciousness in all aspects of life. One cannot avoid conflict, whether at home, at the office, or when watching television news. The consequences of organizational conflict reach further today than ever before as the interface between work and home blur and organizations experiment with flatter and more decentralized structures. In addition, the complexity of conflict increases as organizations become more open and diverse. Conflict is inevitable and even desirable: “To work in an organization is to be in conflict. To take advantage of joint work requires conflict management” Tjosvold (2008). It is no wonder that conflict management is receiving increasing attention from top managers and policymakers across major corporations and non-profit organizations. Lipsky and Seeber (2006), note that during the past 25 years, organizations have changed their orientation towards conflict management.

In particular, organizations are more inclined to adopt “a proactive, strategic approach to managing organizational conflicts”. The prevalence of conflict has various implications for organizations. It has been noted that managers may spend up to 42 percent of their time dealing with conflict-related issues.
Conflict is inevitable

Conflict is a phenomenon that exists at every level of human and process interactions. Conflicts are endemic to the human society. Conflicts are manifested in the form of grudges, rumours, grumbling, criticism, sarcasm, unpleasant comments, gossips, and politicking that it leads to an atmosphere of suspicion, mistrust and negativity. It is easy for many individuals to feel that conflict is a destructive event; it may not always have to be viewed as that. Conflict that is not identified, understood and managed effectively can lead to inefficient use of organizational property, tension on the conflicting parties, disagreements within the organization, and misdirection of those affected by the conflict situation. On the other hand, conflict that is effectively managed can result in increased creativity, reorganizing of goals and practices, and a better informed and cohesive work group.

Conflict is considered as an unpleasant fact in any organization as longer as people compete for jobs, resources, power, recognition and security. Organizational conflict can be regarded as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other. This results into a situation whereby they frustrate each other in an attempt to achieve their objectives. Conflict arises in groups because of the scarcity of freedom, position, and resources. People who value independence tend to resist the need for interdependence and, to some extent, conformity within a group. People who seek power therefore struggle with others for position or status within the group. Conflict is a part of organizational life and may occur between individuals, between the individual and the group, and between groups. While conflict is generally perceived as dysfunctional, it can also be beneficial because it may cause an issue to be presented in different perspectives. Conflict has both positive and negative effects. It can be positive when it encourages creativity, new looks at old conditions, the clarification of points of view, and the development of human capabilities to handle interpersonal differences. Conflict can be negative when it creates resistance to change, establishes turmoil in organization or interpersonal relations fosters distrust, builds a feeling of defeat, or widens the chasm of misunderstanding. Unfortunately, the term "conflict" has only the connotation of "bad" for many people; so much so that they think principally in terms of suppression, giving little or no attention to its more positive side. Rico emphasizes this by stating that it seems entirely likely that many, if not most, organizations need more conflict, not less. Pondy also stated that the absence of conflict may indicate autocracy, uniformity,
stagnation, and mental fixity; the presence of conflict may be indicative of democracy, diversity, growth, and self-actualization. Tjosvold complements this statement arguing that conflict is not the opposite of cooperation but a mechanism that allows perceiving benefits of cooperative work. Furthermore, conflict is considered psychologically and socially healthy. It is psychologically healthy because it provides a breather for frustrations and enables a feeling of participation and even of joy. And it is sociable healthy because it encourages opposition to the status quo and provides conditions for social chances and democracy stemming from pluralism and respect to diversity. Therefore, conflict is ubiquitous, not necessarily dysfunctional and can be required to defy people to perform and stimulate progress.

**Types of Conflicts**

Conflict occurs in organizations whenever a difference of opinions exists. People disagree over many things including but not limited to, policies and procedures, the overall direction of the company, and distribution of rewards. This type of conflict is substantive conflict, as described in our reading text organizational behaviour as a, "fundamental disagreement over ends or goals to be pursued". The second type of conflict is emotional conflict; which involves, interpersonal difficulties that arise over feelings of anger, mistrust, dislike, fear, resentment, and the like." This type of conflict occurs when two or more persons do not see eye to eye or simply do not get along for whatever reason.

One of the more common ways that one tends to use to deal with potential conflict is appeal to the common goals of both the organization and its employees. Whatever may be the cause the organizations has to accommodate the conflicts at various levels, and regarding number of issues as it’s occurrence is inevitable.

**Impact of conflicts on organizational work processes, Organizational development and growth**

The word "conflict," usually conjures up negative associations, such as arguments, hatred, anger, hurt feelings, distrust and more. But conflict has its impact on worker processes of the organizations.

Stephen Robbins, author of *Organizational Behavior*, defines conflict as, "A process that begins when one party perceives that another party has negatively affected
Conflict can be simply defined as a tension. Shakespeare once wrote that, "Nothing is good or bad, but thinking makes it so." Applied to tension, this means that conflict in itself is neither good nor bad. But when individuals add their own experiences to conflict or tension, they give it a positive or negative value. People who are afraid of conflict likely have had a negative experience with it; they may have been put down by someone, yelled at, insulted, condescended to or embarrassed.

People often respond to conflict in at least three ways:

- They shy away from situations that even hint of conflict. They are reluctant to get involved in conversations that may be challenging, heated or potentially negative.

- They try to overcome their fear or reluctance by overcompensating. They react in a way that is often too loud, offensive or demeaning.

- They realize that not all conflict situations are negative, and they enter into the communication with an open mind, eager for an interaction.

How employees deal with conflict is usually a direct reflection of the tone or atmosphere the management set for its company. If the management shy away from conflict, so will the employees. If the management confront others in a negative manner, so will they. If the management embrace conflict as a potentially positive engagement between individuals or groups, they will, too.

Robbins says to value the conflict itself and the conflict's potential for productivity as low, medium or high. This is explained as follows;

**Low Conflict/Low Potential:** When the management don't show concern about what the employees do, and the interaction and conflict between management and the employees is minimal or neutral, the overall group cohesion and productivity are low. This usually occurs when employees don't care about their job or the outcome of their efforts. This could be a reaction to what they perceive as the management’s lack of interest or concern or simply their own view of their job.

This situation most often occurs in large, impersonal organizations or in bureaucracies. As the manager, one needs to evaluate the quality and type of interactions existing in the company. A manager need to turn an apathetic, negative
atmosphere into a positive, thriving one; he/she can do this by becoming involved in the daily activities of some of his/her workers or supervisors to show them a more positive and productive way to interact.

**High Conflict/Low Potential:** Here's another situation with a similarly unfortunate outcome. When the level of conflict is high—chaos, strained or uncertain lines of authority, or unclear job processes—and the conflict is negative, employee output and cohesion are also low. Here, even though employees may care about their job, the large amount of conflict clouds their ability to get the job done effectively. This is clearly a time for the management to clarify goals, tasks and processes with an emphasis on reducing negative interactions.

**Medium Conflict/High Potential:** The third scenario involves a medium amount of conflict. The management and the employees can challenge each other, refute thoughts, offer innovative alternatives and problem solve. This is all done without offending one another. The result of this moderate level of conflict is high cohesion and high output. Employees believe in what they are accomplishing, and they feel committed to the boss, the project and the outcome. This is the optimal combination of tension and productivity.

By this, it is clear that conflict is natural. It occurs in every organization. However, the process of engaging in conflict doesn't have to be negative and counterproductive. In fact, it can be positive. It all depends on how the management view the tension that gets created and what the management do with it to have a productive conflict.

**Models of conflicts**

Models of conflict helps to understand the processes and factors involved in conflict episode. Researches on conflict highlight two models – the process model and the structural model.
Table No.I.1: Models of Conflict

<table>
<thead>
<tr>
<th>Process Model</th>
<th>Structural Model</th>
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<tbody>
<tr>
<td>Frustration</td>
<td>Rules and Procedures</td>
</tr>
<tr>
<td>Conceptualization</td>
<td>Social pressure</td>
</tr>
<tr>
<td>Behaviour</td>
<td>Incentive structure</td>
</tr>
<tr>
<td>Interaction and Outcome</td>
<td>Behavioural predisposition</td>
</tr>
</tbody>
</table>


**Process Model**

The process model views conflict between two or more parties in terms of the internal dynamics of conflict episodes. Conflict process follows five stages occurring sequentially one after the other. They are as follows:

1. Frustration: This emotion arises when one party perceives the other party as interfering with the satisfaction of his own needs, wants, objectives, etc. There are three factors precipitating the condition for conflict in the frustration stage. They are:

   i. Communication – Poor communication arises from semantic difficulties, misunderstandings and 'noise' in the communication channels.

   ii. Structure – This includes variables like the size, degree of specialization in the task assigned to group members, jurisdictional clarity, member goal compatibility, leadership styles, reward systems and the degree of dependence between group influence conflict conditions.

   iii. Personal variables – This include individual value systems and the personality characteristics that account for individual's idiosyncrasies and differences.
2. Conceptualization: This stage focuses on the way each party understands and perceives the situation. The parties involved define the conflict situation and the salient alternatives available which, in turn, affect the behaviour of the other party.

3. Behaviour: Here one can observe the actions that result from the perception of conflict that influences the behaviour of each party. These influences affect the results in three areas: the orientation in handling conflicts, strategic objectives which match with orientation and the tactical behaviour to achieve the objectives set.

4. Interaction: The interaction between the two parties either escalates or de-escalates the conflict.

5. Outcome: When conflict ceases, one see the results that range from agreement to long-term hostility.

The process model is generally supported in literature; however, the last two stages, interaction and outcome, can be combined into one stage.

**Structural Model**

The structural model identifies the parameters that shape the conflict episode. There are four such parameters described by Eirene Leele Rout and Nelson Omiko. Those are

1. Behavioural predisposition – This includes one party's motives, abilities and personality.

2. Social pressure – The pressure arising from cultural values, organizational work group norms, interest and so on.

3. Incentive structure – The objective reality which gives rise to conflict viz., conflict of interests in competitive issues and common problems.

4. Rules and Procedures – This parameter includes the decision making machinery, i.e. Decision rules, negotiation, and arbitration procedures, which constrain and shape the behaviour of those conflicting parties.
To summarize, the above models suggest that conflict can be defined as an interpersonal dynamic which is shaped by the internal and external environments of the parties involved and this dynamic is manifested in a process which affects group performance either functionally or dysfunctionally.

Conflicts at work place

Conflict is natural and is an inevitable outcome in any group. It should be accepted as a reality. Sometimes, conflicts leads to improvement in group performance and it can be a desirable state. They occur at various levels of the organization, at interpersonal level, and at organizational level.

Ideally, in today’s competitive business environment, one wants to focus time and energy on competing in the marketplace. Too often, though, it is find people embroiled in conflicts internal to their organizations. Internal conflict can cost time, money and productivity. In itself, conflict is neutral --it is simply a matter of two parties wanting different things from the same situation. What determines whether the conflict is productive or counterproductive is how one handle it, both at the employee and the leader level. While some people have developed, either intuitively or with training, the skills to handle conflict, many people, including very senior leaders, dread conflict and will do almost anything to avoid it. However, there are ways to analyze, creatively resolve, and learn from organizational conflicts.

While conflicts of value are slow to erupt between individuals and institutions in a stable society, they are prevalent in times of rapid change. In our age of dynamic change it is imperative that the manager understand the source of; and various strategies for dealing with, conflict which inevitably occurs in organizations. Typical of this conflict is the breakdown of communication between management and labour; between a commander and his troops; or between a secretary and her supervisor. Even more common, perhaps, is the overt and often hostile dysfunctional competition that erupts between work centers, peers, or social groups vying for scarce resources or attention. Conflict has very damaging affect on the organizational processes, if it is not resolved in time.

Interpersonal Conflict

Interpersonal conflict is the most apparent form of conflict for workplace participants. It is easy enough to observe the results of office politics, gossip, and rumors. Also language and personality styles often clash, creating a great deal of
conflict in the workplace. In many workplaces there are strong ethno-cultural and racial sources of conflict as well as gender conflict. This may lead to charges of harassment and discrimination or at least the feeling that such things exist. People often bring their stresses from home into the office leading to further conflict. An additional source of workplace conflict can be found in varying ideas about personal success. The strong drive for work related achievement in some participants can clash with participants who do not emphasize work-related success in their lives.

There are a variety of ways to uncover such sources of conflict, including the use of personality testing instruments like Myers-Briggs, Thomas-Kilman, FIRO-B, and Personality Dynamics Profiles. In addition to this, confidential surveys, interviews and focus groups can be a good way of uncovering interpersonal sources of conflict.

Table - I.2: Causes of conflict at Inter-personal level and the tools to help a Manager

<table>
<thead>
<tr>
<th>Causes of conflict at Inter-personal level</th>
<th>Tools &amp; methods to help</th>
</tr>
</thead>
<tbody>
<tr>
<td>How well are people working together? Have teams built skills in teamwork?</td>
<td>Teambuilding Personality inventories, education, mediation</td>
</tr>
<tr>
<td>Are there personality style matches?</td>
<td>Values inventories, education, mediation.</td>
</tr>
<tr>
<td>Values mismatches?</td>
<td>For values mismatches, there may not be a way to resolve, depending on how great the mismatch.</td>
</tr>
</tbody>
</table>


Organizational Conflict

There are a number of organizational sources of conflict. Those relating to hierarchy and the inability to resolve conflicting interests are quite predominant in most workplaces. Labour/management and supervisor/employee tensions are heightened by power differences. Differences in supervisory styles between departments can be a cause of conflict. Also there can be work style clashes, seniority/juniority and pay equity conflict. Conflict can arise over resource allocation, the distribution of duties,
workload and benefits, different levels of tolerance for risk taking, and varying views on accountability. In addition, conflict can arise where there are perceived or actual differences in treatment between departments or groups of employees.

A thorough review of the workplace is suggested for such sources of conflict. Again surveys, interviews and focus groups can help reveal these sources of conflict. Additionally, organizational sources of conflict can be predicted based upon best practices from similar organizations. All organizations experience such conflict. Much can be learned from the lessons of similar organizations that have made a study of this source of conflict.

Table - I.3 : Causes of Conflicts at organizational level and Tools to help a Manager

<table>
<thead>
<tr>
<th>Causes of Conflicts at organizational level</th>
<th>Tools and methods to help</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unclear accountabilities</td>
<td>RACI charts, accountability agreements, role descriptions</td>
</tr>
<tr>
<td>Mismatched expectations</td>
<td>Expectation changes</td>
</tr>
<tr>
<td>Leader communication of expectations</td>
<td>Feedback and coaching to leader</td>
</tr>
<tr>
<td>Resources and support inadequate</td>
<td>Feedback and coaching to leader, remove organizational barriers, provide resources.</td>
</tr>
</tbody>
</table>


Evolution of workplace conflict

As explained, not every difference in views develops into a conflict. However, if differences of views are not dealt with satisfactorily in a timely manner, they may gradually shift from factual business or workplace differences to personal blame and eventually escalate. Glasl analyzed this natural tendency to escalation and developed the concept of a conflict escalation ladder describing phases of escalation with specific characteristics which impact on the appropriate conflict management tool to use. In that logic, there is an initial phase of each conflict in which the parties are still ready to
cooperate. In the second phase the parties start to threaten each other and in a last phase the parties enter into full confrontation. Glasl argues that it is generally only until the end of the second phase and the very beginning of the third phase that classic mediation is productive and the only point at which the parties still have some regard for each other’s interests, but not later in the third phase when the parties aim at destroying each other. Glasl’s model underscores the importance of addressing conflict situations early. In addition, it shows that the degree of escalation is an important indicator. Also defined as “open conflict” and “hidden conflict” “Hidden conflicts” are not immediately recognizable but do show in the form of tense atmosphere, a closed communication culture (versus open communication) of the applicability and potential effectiveness of conflict resolution tools, including mediation.

**Human Behavior in conflict situations**

To understand how people react to conflict situations and why they employ certain conflict styles it is useful to review some of the theories underlying human behavior in dealing with conflict situations. A variety of theoretical perspectives have emerged to explain people’s behavior in conflict situations. These theories include the Face Negotiation Theory, the Attribution Theory or the Reciprocity Theory. The Face Negotiation Theory refers to the potentially “face-threatening” character of conflict. The theory explains that the various facets of individual and cultural identities are described as *faces*. Conflict occurs when people perceive their face threatened. The Attribution Theory builds on studies revealing that it is in people’s nature to attribute their own negative behavior to external factors while attributing others’ negative behavior to internal factors. The Reciprocity Theory builds on research finding that individuals are likely to reciprocate what is done to them. This research does not attempt to provide a detailed description of the sociological framework embedding the selected theories. This random selection of theories aims however at highlighting the importance of examining and understanding underlying patterns of human behavior in deciding how to address conflict situations. While the aforementioned theories focus on specific aspects of human behavior, the Social Exchange Theory (SET) is broader and based on the idea that human beings in conflict are guided by self-interest and cost benefit considerations in achieving a specific goal. The possible relational or social goals can be relationship, power, identity (e.g. saving face and maintaining self-esteem)
or justice, namely fairness. “Justice” and “fairness” are considered by some authors to be critical benchmarks in evaluation of human behavior. They argue that there is only justice if fair procedures are provided for. A cornerstone of fair procedures is the right to be heard. According to this view, “only the principle of fairness in settling conflict can claim universal ground as being a principle of shared rationality, indispensable in all decision making and in all intentional action”. It is further argued that whatever the subject matter on which there can be considerable disagreement, conflict is less likely when there is a perception of procedural justice, including respect of the principle of “hearing the other side”. The notions of “justice” and “fairness” seem to play an important role in determining people’s reactions to conflict.

Individuals own views of what is right and good are built on their own value set, which in turn determines their feelings and behavior. Cost benefit consideration turn around the question whether rewards received from a particular relationship merit the cost of interests relinquished in the process. SET regards human interaction as a constant evaluation of what one acquires in a relationship and whether that is worth the resources that one gives up. In making those assessments, the parties also have to consider available alternatives of action. Individuals who believe that they have other alternatives will be less inclined to involve themselves in conflict. When examining reasons for human behavior it is understood that none of the aforementioned theories can claim exclusivity. Just as much as there can be multiple sources of conflict, human reactions to conflict can have multiple triggers and explanations. Though the complexity of those triggers makes it difficult to accept that human behavior is primarily driven by cost benefit considerations, they often play a role and should thus be born in mind in conflict management.

Conflict styles

The way in which individuals behave during conflict depends on personality, experience, training, and the particular circumstance of the situation. Recognizing those styles helps to identify the way individuals react to conflict, even though it is generally recognized that often people adopt a combination of styles depending on the respective context. Before developing the most appropriate and cost efficient method of conflict
resolution it is important to understand the different conflict styles and their most salient characteristics.

Thomas and Kilmann developed a model that identifies the following five common styles for dealing with conflict: competitive, collaborative, accommodating, compromising or avoiding. Thomas and Kilmann believe that people are capable of using all five conflict styles. However, certain people use some styles better than others and therefore tend to rely on those more heavily. People's conflict behavior in the workplace is therefore a result of both the respective personal predispositions and the requirements of a specific situation. The competitive style is about achieving one’s goal. Weinstein argues that while a competitive style is indeed about winning and losing, competitive people are not necessarily aggressive or adversarial, often view competition as a sport and do not necessarily have the intention to harm others. However, for others who do not share this perception, competitive people can be quite threatening. A competitive style can be a valid strategy when what is under discussion is too important to risk or where relationships involved appear to be not important.

An adversarial position is different from a competitive approach in that adversaries take absolute positions based on an interpretation of the problem. “Justice” and reference to the legal system, not emotions, is often the rationale for engaging in adversarial tactics. The collaborative style employs and requires teamwork and cooperation to attain a mutually acceptable goal. Various perspectives are examined and the parties come together with a patchwork solution. While this style may be the most efficient one in achieving win-win solutions, it takes longer and requires that people put their individual needs aside for a common good, which is very difficult to achieve when parties are emotionally engrained in a conflict situation. Accommodating consists of capitulating in order to gain or maintain something else of value such as relationships. While accommodation can be a necessary step in resolving conflicts, there is a risk that accommodation masks the problematic issues with a short-lived feel-good agreement. The Conflict Mode Instrument is designed to measure a person’s behavior in conflict situations.

Compromising is very similar to accommodation but suggests that both parties make accommodations to reach mutual agreement. Compromise is an inherent part of any conflict resolution. While compromise often reflects personal perceptions it can
also be objective, such as dividing money in half. This style is often chosen by those who wish to avoid the emotional aspects of conflict management. Relying on this approach risks however that both parties’ needs are not fully met.

Avoidance is a natural response of many people to conflict. The prospect of dealing with the complexity of conflict is often overwhelming and leads to the natural response to do nothing. While doing nothing or at least initially delaying a reaction can be helpful, avoidance, though often built on legitimate feelings such as fear, intimidation or anger, carries great potential to aggravate the conflict. It risks upsetting the other party that feels trapped in its thoughts that remain unaddressed. As a result, those who deny conflict and its reasons risk indirectly contributing to conflict escalation. In environments of avoidance, rather than acknowledging conflicts as what they are, people talk about “open questions”, “misunderstandings” or the “need for clarification”. Glasl describes two broad reactions of people to conflict: those that are conflict averse and try to avoid conflict thinking that conflict is destructive and aggravating problems; and those that are combative and see conflict as an energizing process leading to solutions and change. Costantino and Merchant use the categories of “fight” or “flight” responses. Both reactions are built on anxiety images. Conflict-averse people are afraid their aggressive behavior would be considered inhuman and cold and could hurt other people’s feelings. The combative people are afraid that giving in would mean not being honest to oneself and being perceived as unconfident and cowardly or weak.

While some styles are particularly risky each style has unique advantages and disadvantages depending on the circumstances. Each method has predictable costs: with collaborative resolution such as negotiation or mediation being the lowest-cost resolution, involving fewer people and fewer hours; and higher authority resolutions, namely litigation, involving the most people and the most hours. Costs being not the only variable, organizations prefer one method over the other, depending on their respective culture. After finding that conflict sources, conflict styles and stages of conflict escalation can influence the seriousness and thus the cost of conflict, this thesis will analyze the nature of those cost in more detail.
**Conflict and its Costs**

Unresolved conflict can create serious and quite varied consequences involving high financial and human costs. By way of example a study conducted by the *Centre for Effective Dispute Resolution* (CEDR) reveals that 80 percent of disputes have a significant impact on the smooth running of business. For instance, employee conflicts can lead to frustration and low morale, which can result in missing deadlines, loss of confidence and trust levels, communication problems, withholding of information, withdrawal or absenteeism. Apart from performance related consequences, disgruntled and aggrieved employees tend to take a more rights-based approach which can result in an increase in court cases and associated legal fees, avoidance being one.

*Cram and Williams* distinguish between First-Order Effects (quantifiable), such as lost revenue or employee replacement costs, Second-Order Effects (harder to quantify), such as missed opportunities or increased supervision and management, and Third-Order Effects (impossible to truly quantify), such as passive-aggressive behaviors exhibited by disgruntled employees or the poor image of the company within the industry. For *Levine* cost of conflict is composed of (a) direct cost, such as legal fees, (b) opportunity cost, such as the value of what could have otherwise been produced, (c) continuity cost, such as loss of ongoing relationships and (d) emotional cost, such as the pain of being held prisoner by emotions. As many managers do not consider costs of conflict worth measuring it is assumed that this is partly due to their hidden nature, the difficulty to establish a causal link between certain costs and conflict that may be at the origin of those costs and the difficulty to quantify the costs. *Dana* identifies the following eight “hidden costs” of conflict that many employers overlook: (1) wasted time, (2) reduced quality of decisions, (3) loss of skilled employees, (4) restructuring inefficiencies, (5) lowered job motivation, (6) sabotage and theft, (7) absenteeism and (8) health costs.

**Visibility of negative consequences of conflict**

Visibility is defined as how easily negative consequences can be spotted or recognized as a result of conflict in the workplace. The most visible negative consequences of conflict include as the most easily noticeable costs, legal fees or increased health costs. For many people the experience of badly managed conflict is alienating and disempowering. They feel themselves to be “not ok”, and experience a
downward spiral into negative thinking and feeling. Physically people become ill, suffering from a range of stress-related illnesses. Resulting visible consequences include absenteeism, reduced motivation, and increase of wasted time in dealing with unmanaged or badly managed conflict and departure of employees. Considerably reduced motivation can result in ‘presenteeism’. This term refers to employees who “retire on the job”, do not do the work them and cause additional workload problems for others in their area. While it is acknowledged that it may be difficult to establish precisely to what extent a health problem can be attributed to a specific conflict situation, research data show that employees working in conditions with high levels of interpersonal conflict are facing higher stress levels and are more likely to have injuries. There are other less-visible consequences which tend to be the cumulative result of unmanaged conflict in the workplace, such as sabotage, damage to the company’s brand, the diminished ability of a company with a questionable reputation for treating its employees fairly to attract top talent, the drain of the company’s intellectual capital as a result of turnover, missed opportunities or the loss of key business with damaging and long-term adverse impact on the company’s productivity. Many of these costs are typically overlooked because they are not immediately associated with conflict and are accounted for as part of the normal cost of doing business.

**Encouraging the Healthy Conflict**

Manager the functional head and the supervisor usually be the first persons to encounter an inter-personal conflict of their own or others. As a manager and supervisor, previously examples of destructive conflict used to be witnessed: turf wars, power grabs, even backstabbing. Destructive conflict drains energy from an organization and sends productivity into a nosedive. And it gives conflict a bad name, leading managers to conclude that conflict of any kind should be squelched. Conflict over ideas is good, and skilled leaders encourage energetic debate as a way to stimulate creative thought. Lauren Keller Johnson (2008).

Resolving Conflicts creatively is another solution to make a conflict influence the workplace in a positive and constructive way. Creative conflict resolution techniques, would be combatants can reach productive agreements. Tom Krattenmaker (1998). Organizations are responsible for creating a work environment that enables people to thrive. If turf war, disagreement, and differences of opinion escalate into
conflict a manager must intervene immediately. Conflict in the organization can be constructive or destructive for an organization. Most of the time, it is destructive affecting morale, productivity and even turnover of the organization. In fact, the Chinese character for "conflict" represents two meanings, opportunity and danger. As a manager one need to find and focus on how to make it beneficial and how to minimize the negative aspects. One has to create an organizational culture that encourage and even rewards good conflict management, the management’s goal has to be to increase the benefits achieved from managing and encouraging beneficial conflict, like task and process conflict, while managing, resolving and reducing the negative effects of relationship conflict.

**Employee attitudes and characteristics towards conflicts**

In a 1990 survey:

62% of respondents indicated that they would be more willing to take legal action regarding employment discrimination than they were five years ago.

- 25% of respondents stated that they had experienced job bias.
- 78% of respondents believe some, most or all employers engage in some kind of discrimination in hiring or promotion.
- 51% or respondents stated that all or most employers are guilty of discriminating practices.

In an informal study conducted with 6000 complainants at the Massachusetts Institute of Technology between 1973 and 1988,

- 75% Expressed concern about some kind of bad consequences.
- Feared loss of privacy.
- Say they do not wish to go to a third party, but feel that they lack the skills they need to change the situation effectively.
- Believe they lack sufficient evidence of the offensive behavior.
- Just want the problem to stop.
- People who Feel Harassed Need a Complaint System with both Formal and Informal Options.
90% of harassment episodes are never officially reported.

**Increasing complaints and litigation**

The general federal civil caseload increased by 125% between 1970 and 1989. In contrast employment discrimination case filings recorded a 2,166% increase.

The EEOC (Equal Employment Opportunities Commission) reported a twenty-two percent increase in charges of employment discrimination from 1991 to 1993.

**Increasing financial risk**

From 1992 to 1993 awards from judges and juries in sexual harassment cases increased 98% to a record $25.2 million.

According to a nationwide study, the average jury verdict in wrongful termination cases is over $600,000 and companies lose 64% of the cases.

Annual monetary benefits for sexual harassment cases handled by the EEOC between 1992 and 1998 have increased from $12.7 million to $34.5 million. These figures do not include monetary benefits obtained through litigation.

Annual monetary benefits for ADA cases handled by the EEOC between July 26, 1992 and 1998 have increased from $0.2 million to $49.1 million. These figures do not include monetary benefits obtained through litigation.

**Increasing organizational costs**

The turnover costs for an employee is anywhere between 75% and 150% of the annual salary.

Up to 30% of a typical managers time is spent dealing with conflict.

A more current study showed that 42% of a manager's time is spent on reaching agreement with others when conflicts occur.

**Increasing litigation costs**

According to the Rand Corporation, the average amount spent by companies in defending wrongful termination lawsuits from 1980 to 1986 was about $100,000 per
"Even when the employer prevails on summary judgement, he has usually spent $50,000 or more in attorney's fees, in addition to the organizations time and resources."

**Increasing time spent**

"It takes an average of two years for the EEOC to investigate most claims."

"The median time between the date a lawsuit is filed and the commencement of a civil trial is 2.5 years."

Fortune 500 Senior executives spend 20% of their time in litigation activities.

**Corporate responses to workplace conflict**

A survey conducted by Price Waterhouse and Cornell's PERC Institute on Conflict Resolution of over 530 corporations in the Fortune 1000 category revealed the following trends:

- 90% of respondents view Alternative Dispute Resolution (ADR) as a critical cost-control technique.

- 54% of respondents indicate that cost pressures directly affected their decision to use ADR (Alternative Dispute Resolution).

- 88% of respondents reported using mediation in the last three years.

- 23% of respondents use grievance procedures for non-union employment dispute resolution. (A decade ago only a small percentage used them.)

Another study found that 50% or more of large employers had instituted some kind of grievance process for at least some nonunion employees.

Corporations that have developed collaborative conflict management systems report significant litigation cost savings:

- Brown and Root reported an 80% reduction in outside litigation costs.

- Motorola reported a 75% reduction over a period of six years.
• NCR (National Cash Register Company) reported a 50% reduction and a drop of pending lawsuits from 263 in 1984 to 28 in 1993.

Findings from a 1998 survey conducted with 100 Human Resource executives in the US revealed the following:

• 86% have created written HR policy manuals
• 63% have implemented training programs for managers and supervisors,
• 57% have developed employee grievance policies.

Insurance Policies

"Intentional discrimination claims are not covered by an insurance policy."

Employment Practices Liability Insurance (EPLI) covers claims for discrimination or wrongful termination based on race, sex or disability. In a survey of 100 Human Resource executives, co-sponsored by Assurex International, the University of Miami and the American Mediation Institute, 48% indicated that they have purchased EPLI.

Conflicts at workplace - World-wide statistics

A study conducted by CPP, Inc. in 2008 showed that employees’ average spending 2.8 hours per week involved in some type of workplace conflict. When this number is multiplied across all American workers, it adds up to more than 385 million working days of lost productivity due to workplace conflict. To discover how this is impacting your own organization’s profitability, multiply 2.8 by the hourly wage for each of your employees. It is easy to see how much workplace conflict can be costing the organization.

The Cost of Conflict

Conflict is defined as a difference of wants, needs, or expectations. The workplace is filled with people who have differences of wants, needs, and expectations. So, of course, conflicts will occur. These conflicts can be an asset to the organization. They may be opportunities for creativity, collaboration, and improvement.
But conflict can also be costly to an organization. The trouble isn't necessarily the fact that conflict exists. It's how we deal with those conflicts or what happens when they aren't resolved. The impact of conflict in the workplace can be devastating - to the parties involved, to colleagues and teams, to clients, and to the business as a whole. Some of the results of unresolved conflict in the workplace include:

- Stress, frustration, and anxiety
- Loss of sleep
- Strained relationships
- Grievances and litigation
- Presenteeism
- Employee turnover
- Loss of productivity
- Increased client complaints
- Absenteeism
- Sabotage
- Injury and accidents
- Disability claims
- Sick leave

These symptoms of unresolved conflict are a significant cost factor in organizations. The cost of conflicts are discussed below.

**Mental Health / Stress**

- "Unresolved conflict represents the largest reducible cost in many businesses, yet it remains largely unrecognized."

- "Employees in high pressure/low control situations or high effort/low reward situations have much greater risks to their physical and mental well being.

- "The number of employees seeking help for work-related conflict has increased
from 23 percent in 1999 to close to 30 percent in 2001."

- A 2005 UK survey by Roffey Park found that "78% of managers are suffering from work-related stress, 52% have experienced harassment, 46% have seen an increase in conflict at work."

- "The total value of lost work time due to stress is estimated to be $1.7 billion.

- "Employees who rate their managers as "sensitive" miss an estimated 3.7 days of work, where as employees whose managers are rates as "non-sensitive" miss approximately 6.2 days of work.

- An estimated 16% of employees feel that poor interpersonal relations are a source of stress at work.

**Grievances/Litigation**

- "The number of employees seeking help for harassment has almost tripled from 1999 to 2001."

- "The math isn't complicated. A complaint that escalates to a lawsuit can easily cost $50 000 to $100 000 and take three to five years to settle. It doesn't stop there.

- "In the case of harassment, the number of employees seeking help almost tripled between 1999 and 2001. Add absenteeism, employee theft, sabotage, not to mention the cost of employee turnover (estimated to be as much as 75% to 150% of base salary) and it is understandable why companies are paying attention."

- A 2005 UK survey of managers by Roffey Park found that "52% have experienced harassment."

- "Sexual harassment is associated with more conflict in work teams, less cohesion and less success in meeting financial goals, "

- "According to a nationwide study, the average jury verdict in wrongful termination cases is over $600 00 and companies lose 64% of the cases."

- In the United States an average of 2 years are required for the Equal Employment
Opportunity Commission to investigate most claims.

- "Corporations that have developed collaborative conflict management systems report significant litigation cost savings: Brown and Root reported an 80% reduction in outside litigation costs, Motorola reported a 75% reduction over a period of six years, NCR reported a 50% reduction and a drop of pending lawsuits from 263 in 1984 to 28 in 1993"

**Presenteeism**

- "Another set of problems may occur when employees with high intent to turnover do not leave the organization. Such employees tend to have lower commitment, be more dissatisfied with their jobs and reduce morale in the area in which they work. Many such employees" retire on the job" (i.e. Do not do their share of the work) which causes workload problems for others in their area."

- "The rate of 'presenteesim' is estimated to be as much as three time higher than absenteeism.

**Employee loss / turnover**

- "Chronic unresolved conflict acts as a decisive factor in at least 50% of departures. Conflict accounts for up to 90% of involuntary departures, with the possible exception of staff reductions due to downsizing and restructuring."

- "No matter what the cause, turnover has a number of undesirable implications for organizations, including the costs of losing an experienced worker, recruiting and retraining a successor (retraining is estimated to cost 1.5 times the employee's annual salary), the lower productivity of a new worker, and secondary morale effects on managers, peers and subordinates."

- The turnover costs for an employee is anywhere between 75% and 150% of the annual salary.

- "A team-member's commitment to the team and the team mission can decrease if intra-team conflict remains unresolved. ...if unhealthy conflict goes unresolved for too long, team members are likely to leave the company or use valuable time to search for alternatives."
Loss of Productivity/Wasted Time

- "Tension and stress reduce motivation and disturb concentration. A loss of simple productivity of 25% (doing things other than work related activities, such as discussing the dispute, playing computer games, finding reasons to get out of the area) reduces an average work week to fewer than 20 hours..."

- 42% of a Manager's Time is spent addressing conflict in the workplace.

- "I've had CEOs and senior vice presidents tell me they can spend up to 70% of their time on conflict..."

- "Fortune 500 Senior Executives spend 20% of their time in litigation related activities."

- "Over 65% of performance problems result from strained relationships between employees, not from deficits in individual employee's skill or motivation."

- Up to 30% of a typical managers time is spent dealing with conflict.

- A 1996 study demonstrated that 42% of a manager's time is spent on conflict related negotiations.

Absenteeism

- In a study of 50,000 Canadian employees nationwide Health Canada found that "the greater the number of sources of stress reported in the social environment at work, the greater the likelihood of reporting more than 10 days off as a result of ill health."

- "Employees who report the following sources of stress are more likely than others to be absent for six or more days...interpersonal relations; job control; and management practices"

- The cost of employee absence alone [in Canada] is approximately $8.6 billion.

- Other consequences of increased conflict-related stresses include greater incidence of substance abuse, heart problems, back problems, cancers, mental health problems, greater incidence of workplace injury and much higher incidence of interpersonal conflict.
"Bullied employees take, on average, seven days per year more sick leave than others."

**Sabotage**

"Studies reveal a direct correlation between prevalence of employee conflict and the amount of damage and theft of inventory and equipment. And, covert sabotage of work processes and of management's efforts usually occurs when employees are angry at their employer."

**Physical Injury / Accidents**

"There is increasing evidence that psychosocial factors relating to the job and work environment play a role in the development of work-related musculoskeletal disorder of the upper extremity and back."

"It is accepted and proven that errors lead to accidents and that stress can lead to errors. It follows logically, therefore, that stress must also contribute to accident causation."

**Disability Costs**

"Depression and high stress were found to have the greatest impact on worker health care costs. Increasing these costs more than obesity, smoking or high blood pressure. In fact, these costs were 46% higher for workers who felt they were under a lot of stress."

"Workplace stress and work-related conflict are among the top eight reasons why employees request counselling assistance."

"Job stress is a key driver of health care costs. According to the Journal of Occupational Environmental Medicine, health care expenditures are nearly 50 percent greater for workers reporting high levels of stress."

**Workplace Violence / Bullying**

"There is a drastic increase in the severity of work-related issues with workplace violence and work-related conflict contributing the greatest increases."

"Dr. Tehrani conducted a study of 165 professionals in the caring sector such as..."
nurses and social workers. Dr. Tehrani found that 36% of the men and 42% of the women reported having experienced bullying."

**Community/Family Harm**

- "Conflict is a good example of how harm can be produced in the workplace and of how this harm "spills over" into families and communities." Such harm includes both inner-directed harm (suicidal behavior, recklessness, agitated depression and abuse of alcohol, drugs) and outer-directed expressions (threatening behaviour, emotional and/or verbal abuse, bullying, harassment, assault, domestic violence, road rage).

The above facts explain the far reaching impact of conflicts on individuals and organizations at large.

**Conflict Management Techniques**

Conflict situations are an important aspect of the workplace. A conflict is a situation when the interests, needs, goals or values of involved parties interfere with one another. A conflict is a common phenomenon in the workplace. Different stakeholders may have different priorities; conflicts may involve team members, departments, projects, organization and client, boss and subordinate, organization needs vs. personal needs. Often, a conflict is a result of perception. Is conflict a bad thing? Not necessarily. Often, a conflict presents opportunities for improvement. Therefore, it is important to understand (and apply) various conflict resolution techniques.

**Forcing**

This is also known as competing. An individual firmly pursues his or her own concerns despite the resistance of the other person. This may involve pushing one viewpoint at the expense of another or maintaining firm resistance to another person’s actions.

Examples of when forcing may be appropriate:

- In certain situations when all other, less forceful methods, don’t work or are ineffective
- When one need to stand up for his or her own rights, resist aggression and pressure
• When a quick resolution is required and using force is justified (e.g. in a life-threatening situation, to stop an aggression)

• As a last resort to resolve a long-lasting conflict

Possible advantages of forcing:

• May provide a quick resolution to a conflict

• Increases self-esteem and draws respect when firm resistance or actions were a response to an aggression or hostility

Some limitations of forcing:

• May negatively affect the relationship with the opponent in the long run

• May cause the opponent to react in the same way, even if the opponent did not intend to be forceful originally

• Cannot take advantage of the strong sides of the other side’s position

• Taking this approach may require a lot of energy and be exhausting to some individuals.

Win-Win (Collaborating)

This is also known as problem confronting or problem solving. Collaboration involves an attempt to work with the other person to find a win-win solution to the problem in hand - the one that most satisfies the concerns of both parties. The win-win approach sees conflict resolution as an opportunity to come to a mutually beneficial result. It includes identifying the underlying concerns of the opponents and finding an alternative which meets each party's concern.

Examples of when collaborating may be appropriate:

• When consensus and commitment of other parties is important

• In a collaborative environment

• When it is required to address the interests of multiple stakeholders

• When a high level of trust is present

• When a long-term relationship is important
• When one need to work through hard feelings, animosity, etc
• When one don't want to have full responsibility

Possible advantages of *collaborating*:  
• Leads to solving the actual problem  
• Leads to a win-win outcome  
• Reinforces mutual trust and respect  
• Builds a foundation for effective collaboration in the future  
• Shared responsibility of the outcome  
• One can earn the reputation of a good negotiator  
• For parties involved, the outcome of the conflict resolution is less stressful. However, the process of finding and establishing a win-win solution may be very involved.

Some limitations of *collaborating*:  
• Requires a commitment from all parties to look for a mutually acceptable solution  
• May require more effort and more time than some other methods. A win-win solution may not be evident  
• For the same reason, collaborating may not be practical when timing is crucial and a quick solution or fast response is required  
• Once one or more parties lose their trust in an opponent, the relationship falls back to other methods of conflict resolution. Therefore, all involved parties must continue collaborative efforts to maintain a collaborative relationship

**Compromising**

*Compromising* looks for an expedient and mutually acceptable solution which partially satisfies both parties.

Examples of when *compromise* may be appropriate:
• When the goals are moderately important and not worth the use of more assertive or more involving approaches, such as forcing or collaborating

• To reach temporary settlement on complex issues

• To reach expedient solutions on important issues

• As a first step when the involved parties do not know each other well or haven’t yet developed a high level of mutual trust

• When collaboration or forcing do not work

Possible advantages of compromise:

• Faster issue resolution. Compromising may be more practical when time is a factor

• Can provide a temporary solution while still looking for a win-win solution

• Lowers the levels of tension and stress resulting from the conflict.

Some limitations of using compromise:

• May result in a situation when both parties are not satisfied with the outcome (a lose-lose situation).

• Does not contribute to building trust in the long run.

• May require close monitoring and control to ensure the agreements are met.

**Withdrawing**

Withdrawing is also known as avoiding. This is when a person does not pursue her/his own concerns or those of the opponent. He/she does not address the conflict, sidesteps, postpones or simply withdraws.

Examples of when withdrawing may be appropriate:

➢ When the issue is trivial and not worth the effort

➢ When more important issues are pressing, and one don’t have time to deal with it

➢ In situations where postponing the response is beneficial to oneself, for
example -

- When it is not the right time or place to confront the issue
- When the individual need time to think and collect information before he/she act (e.g. if the individuals are unprepared or taken by surprise)

- When an individual see no chance of getting the concerns met or he/she would have to put forth unreasonable efforts
- When one would have to deal with hostility
- When the individual is unable to handle the conflict (e.g. if the person is too emotionally involved or others can handle it better)

Possible advantages of withdrawing:

- When the opponent is forcing / attempts aggression, one may choose to withdraw and postpone the response until he/she is in a more favourable circumstance.
- Withdrawing is a low stress approach when the conflict is short.
- Gives the ability/time to focus on more important or more urgent issues instead.
- Gives the individual time to better prepare and collect information before he/she act.

Some limitations of withdrawing:

- May lead to weakening or losing one’s position; not acting may be interpreted as an agreement. Using withdrawing strategies without negatively affecting the very own position requires certain skill and experience.
- When multiple parties are involved, withdrawing may negatively affect the individual’s relationship with a party that expects his/her action.

Smoothing

Smoothing is also known as accommodating. Smoothing is accommodating the concerns of other people first of all, rather than one's own concerns.

Examples of when smoothing may be appropriate:
• When it is important to provide a temporary relief from the conflict or buy time until the individual is in a better position to respond/push back

• When the issue is not as important to he/she as it is to the other person

• When one accept that he/she is wrong

• When one have no choice or when continued competition would be detrimental

Possible advantages of smoothing:

• In some cases smoothing will help to protect more important interests while giving up on some less important ones

• Gives an opportunity to reassess the situation from a different angle

Some limitations of smoothing:

• There is a risk to be abused, i.e. the opponent may constantly try to take advantage of the person’s tendency toward smoothing/accommodating. Therefore it is important to keep the right balance and this requires some skill.

• May negatively affect one’s confidence in their ability to respond to an aggressive opponent

• It makes it more difficult to transition to a win-win solution in the future

• Some of the supporters may not like the smoothing response and be turned off.

Conflict Management in Indian Scenario

Industrial conflict is a term which refers to all expressions of dissatisfaction within the employment relationship, especially those pertaining to the employment contract, and the effort bargain. The many different kinds of industrial conflict may be divided into two broad classes—informal and formal. Informal industrial conflict is so labeled because it is not based on any systematic organization, results directly from a sense of grievance, and supposedly is wholly expressive in nature. Many forms of industrial sabotage which appear irrational would constitute industrial conflict in this sense, as would purely individualized and even unconscious forms of protest, including absenteeism, frequent job-changing, negligence, and even accidents at work. Industrial sociologists have also regarded spontaneous walk-outs and strikes as examples of
informal industrial conflict, as well as the constant opposition to management expressed in workgroup norms regulating output, restrictive practices, secrecy, or other guarded treatment of superiors. The idea of informal industrial conflict thus draws attention to the roots of behaviour which may appear incomprehensible from the point of view of management. Used too widely, however, it loses its vigour.

Formal industrial conflict is reserved for organized expressions of conflict articulated through a trade-union or other worker representative. Its supposed purpose is strategic or instrumental rather than (or as well as) expressive and may often involve workers who, by themselves, have no feelings or personal involvement regarding the issues at stake in the dispute. Its characteristic form is the organized strike: that is, a withdrawal of labour such as to constitute a temporary breach of contract, using the collective strength of the workforce to avoid sanctions and achieve adjustments to pay or conditions of work. Strikes may be reinforced by other types of formal sanction such as the go-slow and work to rule. They may be confined to those directly affected or may take the form of sympathy strikes by workers in related jobs and industries. Strikes are deemed to be official if they have been called at the behest of the union leadership and in accordance with the law and with procedural collective-bargaining agreements. The term unofficial or ‘wildcat’ is applied to strikes waged through unrecognized leaders such as shop stewards, or by a non-recognized union, or in some other way which breaches established collective-bargaining laws and procedures. Obviously, there is not a clear distinction in practice between wildcat strikes and some of the more collective forms of unofficial conflict.

At one time there was much debate in industrial sociology about the term strike-proneness—epitomizing the search for structural causes of industrial conflict. Attempts were made to link patterns of strike activity with industry type, with the degree of isolation and class homogeneity of the work community, with the use of mass-production technologies, the bureaucratization of management, and the structuring of work groups. Though weak correlations have been found with some of these factors, the frequency and incidence of strikes and similar forms of unrest is so erratic that plenty of discrepant occurrences could be found. Economists have had some success linking long-term strike patterns to economic indicators but they, like other investigators in this mould, are hampered by the varying quality and scope of national
and international strike statistics. The conclusions tend therefore to be pitched at a highly general level. A fundamental objection to such structural explanations is that the more overt forms of industrial conflict have to be socially organized as well as provoked. Hence, explanations of them have to bear in mind the strategic considerations perceived by workers and their leaders, as well as the meaning of industrial action, which can (and clearly does) vary greatly between industrial relations cultures. It is said, for example, that the wearing of red hats during work is as serious an expression of dissent in the Japanese context as a protracted strike is in the British.

According to Julie Gatlin, Allen Wysocki, (2002) there are eight common causes of conflict.

**Conflict needs**

Whenever people compete for scarce resources recognition and power conflict can occur.

**Conflicting styles**

Because individual bear unique, they all have different styles, everyone should understand their own style and learn how to work with others who have different style.

**Conflicting perceptions**

In this people may view the same incident in dramatically different ways memos, performance reviews, rumors and hallway comments can be sources for conflicting perception.

**Conflicting goals**

Problem can occur when people are responsible for different duties in achieving the same goal.

**Conflicting roles**

This conflict occurs when one task is assigned to more than one person.

**Different personal values**
Differing personal values politics, religion, can cause conflict, color ethnicity differences can lead to conflict.

Unpredictable policies

Whenever policies are changed inconsistently applied or non-existent misunderstanding are likely to occur. The absence of clear policies or policies that are constantly changing can create an environment of conflict.

Legislative Framework for Conflict Management in India

In India, since the intervention of government into the affairs of trade and business it has been focusing on the maintenance of healthy and cordial relationships of the employer-employee, employee- employee. The government has left the voluntary options to the employer and employee such as mediation, voluntary arbitration, collective bargaining to resolve the conflicts that arise in the industrial scenario regarding various issues from time to time. If the negotiations fail and conflicts are not resolved, government made it compulsory to intervene into the matters of the parties to conflict or dispute through its conflict resolution machinery such as, compulsory arbitration, conciliation and adjudication. The details of the machinery for resolving industrial conflicts are discussed below.

Labour Department is one of the oldest departments of the Government of Andhra Pradesh. Its primary function is maintenance and promotion of harmonious industrial relations. It promotes settlement of industrial disputes through its conciliation machinery. It acts as a facilitator for securing fair wages to workmen through collective bargaining. Its main objective is to secure industrial peace and harmony by averting strikes and lock-outs. Labour Department enforces 23 Labour Laws through its inspectorate. It fixes and revises minimum rates of wages in 69 schedules of employment. It functions as Registrar of Trade Unions. It acts as a quasi-judicial Authority in deciding claims arising out of payment of wages, gratuity, accidents, termination of services etc. It enforces child labour laws and provides for rehabilitation of child labour. Andhra Pradesh Labour Welfare Board promotes welfare of labour through its various schemes. The A.P. Building and Other Construction Workers Welfare Board formulates various schemes for the welfare of building and construction workers.

Maintenance of industrial relations
The Conciliation Officers, appointed by the Government, are charged with the duty of mediating in and promoting the settlement of industrial disputes. The Conciliation Officer investigates the dispute without delay for the purpose of inducing the parties to come to a fair and amicable settlement of the dispute. If a settlement of the dispute or of any of the matters in dispute is arrived at in the course of the conciliation proceedings, the conciliation officer sends a report thereof to the Government together with a memorandum of the settlement signed by the parties to the dispute. If no such settlement is arrived at, the conciliation officer sends to the Government a full report setting forth the steps taken by him for ascertaining the facts and circumstances relating to the dispute and for bringing about a settlement thereof, together with a full settlement of such facts and circumstances, and the reasons on account of which in his opinion, a settlement could not be arrived at. If, on a consideration of the report, the Government is satisfied that there is a case for reference to a Board, Labour Court, Tribunal or National Tribunal it makes a reference. While referring a dispute for adjudication, the Government is empowered to prohibit the continuance of strike or lock-out.

**Conciliation in Industrial Disputes**

Conciliation is the practice by which the services of a neutral third party are used in a dispute as a means of helping the disputing parties to arrive at an amicable settlement. It is a process of rational and orderly discussion of differences between the parties under the guidance of the conciliator. It aims at bringing about a settlement without resorting to strikes or lockouts. The powers of the conciliator are his powers of reasoning and persuasion. A unique feature of the conciliation process is its flexibility. The conciliator adjusts his approach, strategy and techniques depending on the facts and circumstances of each dispute. Probably for this reason it is said that conciliation is an art.

Conciliation is an art of gentle persuasion’. As a concept, conciliation is the mildest form of a third party intervention. It is not a substitute for collective bargaining, but its extension. The parties to a dispute retain their right intact to determine the dispute through bilateral negotiations. Conciliation, is therefore, sometimes described as ‘an assisted bargaining process’. It only involves the presence of a third impartial party whose fresh point of view, suggestions, proposals, better knowledge and dignity of his office facilitate agreement between the parties. Conciliation is an attempt to
reconcile the conflicting view of the disputing parties. As an impartial third party, the conciliator is able to review the dispute from an objective angle and to throw fresh ideas into negotiations.

The conciliation officers are appointed by the Government. The Government vide G.O.Ms.No.46, dt.20.06.2008 of L.E.T. & F. (Lab.IV) Department appointed the Commissioner of Labour, the Additional Commissioner of Labour, the Joint Commissioners of Labour, the Dy. Commissioners of Labour and Asst. Commissioners of Labour as Conciliation Officers under section 4 of the Industrial Disputes Act, 1947.

The Conciliation Officer investigates the disputes without delay and induces the parties to come to a fair and amicable settlement of the dispute. If a settlement of the dispute or of any of the matters in dispute is arrived at in the course of the conciliation proceedings, the conciliation officer sends a report to the Government together with a memorandum of the settlement signed by the parties to the dispute. If no such settlement is arrived at, the conciliation officer, as soon as practicable after the close of the investigation, sends to the Government a full report setting forth the steps taken by them for ascertaining the facts and circumstances relating to the dispute and for bringing about a settlement thereof, together with a full statement of such facts and circumstances, and the reasons on account of which, a settlement could not be arrived at.

A settlement arrived at in the course of conciliation proceedings are binding on all the parties to the industrial dispute. The settlement comes into operation on such date as is agreed upon by the parties to the dispute, and if no date is agreed upon, on the date on which the memorandum of the settlement is signed by the parties to the dispute. Such settlement shall be binding for such period as is agreed upon by the parties, and if no such period is agreed upon, for a period of six months from the date on which the memorandum of settlement is signed by the parties to the dispute, and shall continue to be binding on the parties after the expiry of the period aforesaid, until the expiry of two months from the date on which a notice in writing of an intention to terminate the settlement is given by one of the parties to the other party or parties to the settlement.

A conciliation proceeding shall be deemed to have commenced on the date on which a notice of strike or lock-out under Section 22 of the I.D. Act, 1947 is received by the conciliation officer. A conciliation proceeding shall be deemed to have
concluded when a memorandum of settlement is signed by the parties to the dispute and where no settlement is arrived at, when the report of the conciliation officer is received by the Government.

No person employed in a public utility service shall go on strike during the pendency of any conciliation proceedings before a conciliation officer and seven days after the conclusion of such proceedings. No employer carrying on any public utility service shall lock-out any of his workmen during the pendency of any conciliation proceedings before a conciliation officer and seven days after the conclusion of such proceedings.

The total number of industrial disputes disposed through the conciliation machinery in Andhra Pradesh in the last seven four years are as follows:

<table>
<thead>
<tr>
<th>Year 2004</th>
<th>Year 2005</th>
<th>Year 2006</th>
<th>Year 2007</th>
<th>Year 2008</th>
<th>Year 2009</th>
<th>Year 2010 (upto August)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1651</td>
<td>2268</td>
<td>1655</td>
<td>1326</td>
<td>914</td>
<td>1130</td>
<td>562</td>
</tr>
</tbody>
</table>

(Source: http://labourbureau.nic.in/ID_2009_ALL9.pdf)

The above Table no.1.4 represents the Industrial disputes disposed through the conciliation machinery in Andhra Pradesh over a period of 7 years. It is evident from the above table that there is reduction in the number of industrial disputes disposed by the conciliation machinery. The changes are occurring in every sphere of industrial environment due to the advent of globalization and related consequences of open market systems, changes in the thought process of the employees. The data depicts the presence of conflicts in industrial sector of Andhra Pradesh which are resolved by the conciliation machinery.
The number of strikes, lock-outs and the man-days lost in the last seven years are as follows:

**Table – I.5: Strikes, lock-outs and the man-days lost in the last seven years**

<table>
<thead>
<tr>
<th>Year</th>
<th>Strikes</th>
<th>Lockouts</th>
<th>Man-Days Lost</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>10</td>
<td>5</td>
<td>898213</td>
</tr>
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<td>7</td>
<td>4</td>
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<td>2006</td>
<td>9</td>
<td>2</td>
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</tr>
<tr>
<td>2007</td>
<td>3</td>
<td>5</td>
<td>312850</td>
</tr>
<tr>
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<tr>
<td>2010 (upto August)</td>
<td>5</td>
<td>8</td>
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(Source: http://labourbureau.nic.in/ID_2009_ALL9.pdf)

The above Table no. I.5 exhibits the most important factor i.e., the total number of man-days lost in Andhra Pradesh during the last 7 years due to strikes and lock-outs. Strikes and lock-outs are the outcomes of conflicts that occur in the industrial scenario in any economy. The above table represents the impact of strikes, lockouts and man-days lost which in turn affect the productivity and profitability of the industries. The influence of conflicts if manifested in the form of strikes, lock-outs and man-days loss has far reaching impact on the economies development and growth. Hence, they are to be managed properly.

The functions of the Labour Department are broadly classified as under; 1) Maintenance of industrial relations 2) Fixation and Revision of minimum rates of wages 3) Enforcement of Labour Laws 4) Quasi-judicial functions 5) Registration and Renewals 6) Welfare of Labour. Among all these functions maintenance of industrial falls under the present title of conflict management. Government itself is a big employer, has initiated the above discussed machinery to resolve industrial conflicts.

It is mandatory that a conflict which involves the interests of employees and
employers to be bought into the notice of government authorities. There is a defined procedure for the employer and employee to air their grievances and demands towards each other before the concern authorities to settle down the issue. Sometimes, if the issues take place within the organizational premises, the parties to conflict can resolve their complaints with the respective authorities appointed by the management of the organization. A conflict whether is a small one or a big one; it will have its impact on the procedures and people of the organization. It directly or indirectly affects the cordial relationships of the people and work processes thereby, affecting the productivity and profitability. A brief account of the data on industrial conflicts at broader level is just sited to express their bigger consequences on the organizations and economy.

A Reference of Recent Industrial Conflicts in India

While Tata Motors has decided to move its Nano factory out of Singur after violent protests by farmers, this isn’t the first time that there has been a standoff between industry and farmers unwilling to surrender land.

Here are four other large industrial projects in India that have recently been wracked by protests

1. In August, the Supreme Court gave South Korean steel firm POSCO (Pohang Iron and Steel Company) the use of large swathes of forestland in Orissa for a $12-billion plant that protesting farmers said would displace thousands of people. The protests delayed the start of construction on the plant, which could be India's single biggest foreign investment to date.

2. In the same month, the Supreme Court allowed Vedanta Resources to mine bauxite in hills considered sacred by tribal people in Orissa. The mining would feed an alumina refinery, part of an $800-million project that has been widely opposed. Environmentalists say the open-cast mine will wreck the rich biodiversity of the remote hills and disrupt key water sources vital for farming.

3. Goa, famous for its beaches and tourist industry, in January dropped plans to build special economic zones for industry after protests from political and environmental groups.
4. West Bengal last year aborted a plan for a special economic zone for a chemicals complex in Nandigram after fierce protests. At least 35 villagers were killed in clashes between locals and communist party workers and the state government put all SEZs on hold in the state.

Workers vs Volvo: Wheeling in Industrial Dispute - Far from Haryana, where industrial unrest at the Maruti Suzuki factory has been in the limelight, is an ongoing protest at the factory of another automobile giant.

Largely unreported by mainstream media, the workers at the only factory of the Swedish bus manufacturing firm Volvo, have struck work for around 60 days now (starting August 2). So for 60 days, every regular employee of Volvo has been protesting outside the factory premises against the oppressive management practices adopted by the company.

Located just 30 kilometres from Bangalore, the strike proceeds even as the management continues to push forward production using a combination of less experienced trainees, probationers and other assorted contract workers hired from staffing agencies. Needless to say, the quantity of production has been strongly impacted and the clients that placed orders with Volvo would need to be doubly concerned about the quality of buses delivered during this period of time. One would imagine that companies that manufacture for and cater to the luxury segment of a product would manage to find enough margins to look after its workers well (each Volvo bus is sold between Rs 70 lakh to Rs 1.2 crore). Clearly, we are expecting too much here. It must be pointed out that it is the continued exploitation of the workers in this prestigious firm that initially led them to form a Union to get their voice heard.

The genesis of the conflict lies in the low wages at the factory, right from the time the Volvo buses division was set up in 2001. The share of Azad Builders, who had a 30 per cent minority stake in Volvo India, was bought out by Volvo in 2008, making it a fully-owned subsidiary of the Swedish giant. At this point of time, workers were being paid monthly wage of Rs 5,500. After continuous demands from the workers for higher wages – the management consented to give a salary hike of a measly Rs 650 in July 2009. When the workers asked for a higher wage uptick, the management of Volvo insisted that they would only negotiate with a recognised union. This requirement led to
the creation of the Volvo Bus Workers Union (VBWU) and was registered in October 2009. The VBWU presented its official charter of demands to the management in January 2010.

**Spark of mis-management**

The management then entered into negotiations with the elected heads of the union on Friday, April 23, 2010. The negotiations went on for a long time and came to a conclusion only at 17:30 hrs on that day. Since the negotiations were to result in the long anticipated wage increases, there was a lot of curiosity among a section of the workers who waited near the meeting room to know what had happened. It was precisely between the conclusion of the meeting and the usual bus-departure time of 17:40 hrs, that Raghuram who was a manager in the administration asked the buses to leave at 17:35 hrs, five minutes before their usual time. Some other workers who were peacefully sitting in the bus, disembarked to protest this decision to send the buses early. The buses were sent out all the same. Being 10 kilometres from nearest town, Hoskote, these buses are the workers sole mode of transport after work.

This incident lies at the crux of the workers' misgivings. All the workers, attested to this incident that they were victimised for no reason at all. This incident and the ensuing chain of events is a perfect case study in total mis-management.

Upon discovering that the buses had already left, all the workers then went to the management asking for the buses to be recalled, but the management refused. It is during this argument that there was a surge in the crowd which resulted in some people being pushed – both among the workers and the management. This was given a negative spin in the subsequent public relations campaign by Volvo as an assault by the workers on a foreigner, Mr Schwartz. The workers surrounded the management asking for transportation and this brouhaha went on till the early hours of the next day which was a Saturday, a holiday. On the same day the management suspended the representatives of the Union and two others. With no progress in sight, in August 2010, the workers went on a full-strike demanding the required wage hike that had never materialised and the reinstatement of their union representatives.
Harassment of workers

The strike led to tripartite negotiations and successfully ended with the long awaited wage settlement (valid for three years) with salaries increasing in the range of Rs 3,500-5,000 for the employees. However the workers, to their dismay, started to find themselves being increasingly harassed on the factory floor. All the probation periods were increased by one year, the managers started accusing employees of product sabotage and dragging them to the police, trainees were not regularised and there was an increase in the number of contract workers used (who are paid around half the salary of a regular employee). Apart from this, the management started to resort to other petty actions like denying workers any kind of leaves (whether for exams or personal problems), reducing the quality of transportation (without changing the salary contribution under the transportation head), and harassment about breaks and so on.

What should be noted is that the three managers, who were involved in the incidents of April 23, have since been moved out of the company or the division. Despite discovering errors on the side of the management during their domestic enquiries, the management did not reinstate the union representatives. While publicly taking a stand supporting dialogue with unions, Volvo internally kept its elected union members under suspension for over a year. With no other legitimate representation and facing increased harassment at the workplace, the workers saw no other option but to go on strike again on August 2, 2011. Their demands were primarily to reinstate the elected representatives of the union and against the harassment of probationers/trainees and regular employees. Subsequently, the union representatives were dismissed and now the strike soldiers on into its 55th day (as on September 25, 2011).

The larger picture

There are some external considerations that need to be factored in to understand the strike in the right perspective.

One: There has been double-digit inflation in the Indian economy since 2008 and it is through this period that automotive companies have refused to raise wages while trying to increase productivity. Their 'innovative' solution to compensate for rising input costs and market volatility was to increase the pressure on the workers. This not only depicts
a profound lack of creative problem solving but has also led to increased industrial disputes from the north (1) to the south (2) of the country in 2011. The clinching aspect is that most of the unrest is limited to the automotive sector which has recently been facing various other market-related problems. It then becomes obvious that the market problems are being transmitted onto the ordinary employees thus reflecting the incompetency of the management.

Two: The Karnataka Government has been very closely linked with and is a prized client of Volvo. It recently purchased around 250 Volvo buses as part of the urban renewal scheme – JNNURM (Jawaharlal Nehru National Urban Renewal Scheme). Volvo found its name mentioned in a corruption accusation involving a trip by the Karnataka Transport Minister R Ashok to Sweden where Volvo is head-quartered (3). This was promptly denied by both the Minister and Volvo. The concerned Transport Department later retracted and apologised stating that it had provided wrong information in its RTI reply (4). The Government, in its zeal to boost industry, has also been a prime facilitator in the acquisition of the Volvo factory's land while being a leading purchaser of Volvo buses. This puts the Government in an uncomfortable conflict of interest when workers are exploited in the very same factory and it is the arbitrator in the dispute.

Three: There has been an increasing usage and exploitation of contract workers by Indian companies. The reaction of firms to local competition and globalisation has been the creative use (and abuse) of contractors and contract workers. The frustration against these rampant practices was recently shown in a trite Supreme Court judgement admonishing a private company for taking advantage of contract workers and summarily dismissing its petition. (5). Labour reforms, while simplifying the laws, should ensure that the workers are protected and allows them to work in a decent work environment. Those in policy-making capacities must keep in mind that Western free-market type relaxed labour practices, were implemented only after enforcing rigorous social security mechanisms and stringent health and safety laws – none of which exist in India.

It is the inability of the managements across India to maturely handle the market and workers that reflects in the high number of industrial disputes across the country. Harassing the workers and increasing their work-loads to intolerable levels is not a solution to market problems. This is understood by the best companies that have
survived over long periods of time. While harassing workers may give some short-term marginal benefits in the balance sheets - it will only ruin the enterprise, its image and its products in the longer run. As for the employees of Volvo, small but determined, their struggle for a decent livelihood moves onto another day.

The VBWU is affiliated to the national union Centre of Indian Trade Unions (CITU).

The inability of Air India to manage the conflict that occurred due to discontentment of the pilots (employees) towards the pay is one of the recent news regarding the conflict management in India. Air India some 8,000 workers threaten strike, Saturday, 14 January 2012 due to not being paid for two months. Air India losses of 34.5 billion rupees ($771 million) in the first half of the last fiscal year on top of a loss of 55.5 billion rupees ($1.23 billion) during the previous 12 months, according to government figures. 25 August, 09 Air India, 20,000 employees very unhappy over 50 percent cuts in productivity linked incentives. Some employees went on a three day hunger strike. Employees will be paid August salary on time.

Roy George, 47, was vice-president of HR at Pricol, an auto-parts manufacturer. He was attacked after he laid off more than 40 workers at the firm in southern India. According to the police, a group of angry workers forced their way into George's office and started beating him with iron rods. George sustained severe injuries and died in hospital on Tuesday (22 September). The workers are said to have belonged to a union not recognised by the company. Twelve men have been arrested. Employers' bodies and trade unions in the country have condemned the murder, the latest in a spate of industrial disputes in the country that have turned violent. Mike Berry (2009).

The Maruti Suzuki dispute also shows that the long-term result of the struggle depends on the ability of workers to go beyond the immediate sphere of their factory, without losing this base of daily relationships. The more recent wildcat support action of Maruti and Suzuki Powertrain workers for a workmate employed and injured at a supplier indicates that the Maruti struggle has changed the atmosphere amongst workers in Manesar in general. How closely related the conditions in Manesar are to those in automobile centres across the globe becomes visible in the current debates about EU-India trade pacts and discussions about automatisation in the industry in India. March 2012. Between June and October 2011 around 3,500 workers at Maruti
Suzuki car plant openly confront the factory regime and its institutional allies in Manesar, in the south of Delhi. Their struggle leaped over to other automobile factories in the industrial corridor, which brought the world’s third largest automobile assembly plant in nearby Gurgaon to a halt. In the most significant workers’ struggle in India in the last two decades the young workers managed to undermine the companies’ attempts to divide them along the lines of temporary and permanent contracts.

**Yanam is Everywhere:** Trouble at Adidas/Reebok/Puma manufacturer Adigear, Manesar – On 27th of January the police killed a worker at Regency Ceramics in Yanam, Andhra Pradesh, during a conflict with the locked-out workforce in a dispute over wages and regularisation of workers hired through contractors. In response workers attacked the factory and managements’ houses, during which a top manager was killed. Workers burnt down parts of the plant, the company college, lorries and other equipment. Workers living in the area used the opportunity to loot neighbouring companies, e.g. a cooking-gas bottle supplier. Yanam is potentially everywhere. Below you can find a short report about current disputes at Adigear in Manesar, a textile manufacturer for Adidas and other international sportswear brands. During one of the conflicts a top manager got beaten up. We see these incidents as an expression of the increasing pressure of crisis and the utter perplexity of the representatives of capital – leaving the representatives of capital at a loss.

From the above issues mentioned, it is clear that it does not need negotiations, formally elected leaders or legal agreements in order to translate workers’ unrest into material improvements. Maruti Suzuki offered higher wages, more holiday and much lower workloads, not because they faced a negotiation partner who had a disciplined mass behind him (sic!), but because of the opposite, the confrontation with a – seemingly from the perspective of management – rather unruly mass whose next step was not predictable. The Maruti Suzuki dispute also shows that the long-term result of the struggle depends on the ability of workers to go beyond the immediate sphere of their factory, without losing the base of daily relationships. Their often temporary status forces them to act towards this direction. The example of the wildcat support action of Maruti and Suzuki Power train workers for a work-mate employed at a supplier on 13th of January 2012, shows that the Maruti struggle has changed the atmosphere amongst workers in Manesar in general. How closely related the conditions in Manesar are to those in automobile centres across the globe becomes visible in the current debates.
about EU-India trade pacts and discussions about automatisation in the industry in India.

The attack on the huge composite mills in Bombay in the mid-1980s, when the representatives of capital proclaimed that this ‘large-scale’-form of production is outdated and small, flexible units are supposed to be the future. The recent mass waves of strikes and riots in the textile export zones in Bangladesh, where, according to this view, capital found better investment options are reminders that the problem of profit-margins, over-production, 16-24-36 hours shifts paralleled by rising unemployment is an universal problem. All these situations are the evidence that conflict prevails everywhere and it at every level of the organization and can occur in any type of organization. Appropriate strategies are required to handle them and manage them with care. They are to be viewed and resolved in many dimensions, so that no gap takes place with confusion and unsolved.

RESEARCH PROBLEM

The above description indicates how conflicts in general are considered by the business organizations. In view of the ongoing debate on how conflicts can be considered as positive characteristic of an organization, a study of attitudes of Managers and Supervisors is considered relevant. Attitudes, skills, inter-personal skills towards conflict management are important who represent their key role in conflict management at workplace.

CHAPTERISATION

The present study focuses on understanding how conflicts are viewed by Managers and Supervisors occur in the organizations in India. The study is divided into six chapters.

Chapter I provides a description on the context and theoretical framework of the study.

Chapter II reviews research works, identifies research gap, states the research questions, objectives and hypotheses for the study.

Chapter III presents the profile of the Company in which the present study is carried on.
Chapter IV describes the methodology and points out the limitations of the study.

Chapter V analyses and interprets the level of skills, awareness and other variables of Managers and Supervisors in Managing conflict at workplace and how organization is encouraging the resourceful people manage conflicts in the organization.

Chapter VI summarizes the findings, draws conclusions and provides suggestions.
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