CHAPTER - 6

FINDINGS, CONCLUSIONS AND SUGGESTIONS

In this final chapter, an attempt is made to provide the backdrop of the study in brief and describe the findings of the study. The findings are presented and conclusions are drawn. Suggestions to the management for improving effective conflict management procedures are also given.

Need for the Study

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 blurs 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.

The survey of literature has provided some empirical evidence to different aspects of conflicts ethical issues in organizations. However, there is a need for comprehensive study to know the approach, level of awareness, level of satisfaction, level of skills of Managers and Supervisors towards the conflict management procedures in the organizations.

Accordingly, the study focuses on respondents views on management’s encouragement, skills to be applied for conflict resolution, documentation of conflict
management procedure in the organization and the impact of the demographical variables on the conflict management related aspects of the respondents. Interpersonal skills, resources available for conflict management and encouragement by the management given to skilled personnel for conflict management which influence the conflict management procedures of the organization are also discussed.

**Objectives of the Study**

**The primary objectives of the study are**

- To analyze the employees level of awareness on the conflict management procedures at Amara Raja Group of Companies.
- To evaluate the level of skills of the employees to deal with the conflicts in an effective manner at Amara Raja Group of Companies.
- To assess the level of satisfaction of the employees on the existing conflict management procedures at Amara Raja Group of Companies.
- To analyze the encouragement given by the management to the employees to deal with the conflict redressals.
- To assess the influence inter-personal relationships among the employees of the organization on the conflict management at Amara Raja Group of Companies.

**The secondary objectives of the study are**

- To examine the approach of the employees towards the conflict among Amara Raja Group of Companies.
- To analyze the gender impact on the conflict management procedures
- To evaluate whether educational qualification of respondents has an effect on conflict management procedures at Amara Raja Group of Companies.
- To find out the impact of experience on the conflict management abilities of the respondents at Amara Raja Group of Companies.
- To evaluate whether the age of the employees has impact on their awareness on the systems and structures of conflict management at Amara Raja Group of Companies.
➢ To analyze the affect of reward system of the organization on conflict management at Amara Raja Group of Companies.

➢ To examine whether there is any difference of opinion between technically educated employees and non-technically educated employees on the conflict management system of the organization.

➢ To examine the availability of resources for conflict management has influence on the conflict management procedures of the organization.

**Hypotheses**

Hypotheses are proposed based on the earlier studies as described below.

H-1 There is significant impact of age and experience on the conflict management procedures.

H-2 There is significant difference between technically educated and non-technically educated in dealing with conflicts.

H-3 There is significant impact of gender on the approach to conflict management.

H-4 There is significant impact of resources for conflict management on the skills of the employees

H-5 There is significant influence of inter-personal relationships on the skills to apply for conflict management procedures.

H-6 There is significant impact of inter-personal relationships on the awareness towards conflict management procedures.

H-7 There is significant influence of encouragement given by the management on the awareness of conflict management procedures.

H-8 There is a significant impact of resources available at organization to manage conflicts on the level of satisfaction on existing procedures.

H-9 There is significant impact of skills to apply for conflict management procedures on the level of satisfaction towards conflict management procedures.

H-10 There is influence of encouragement given by the management on the skills to apply for conflict management procedures.
Profile of the Respondents

The population of the study is represented in the table no. IV.1. Overall the Managers (M³-M⁹) and Supervisors (S¹–S²) are about 1158, Among whom 611 belong to Managerial cadres and 547 belong to Supervisory cadres. Managers and Supervisors of all the companies of Amara Raja are considered. 50 percent of the population (1158) is taken as sample. That comes to 579. Among them, about 17 questionnaires are incomplete and about 12 questionnaires could not be recollected from the respondents. Finally, 550 completely filled up questionnaires are taken up for analysis.

The sample represents respondents from select companies of Amara Raja Batteries Limited. 50 percent of the population is considered as sample for the study. It is dominated by respondents from ARBL (66 percent). There is representation from MPPL, (8 percent), ARIPL (4 percent), ARPSL (13 percent) and AREL (9 percent). Managers of M⁴, M⁶, M⁷, M⁸, M⁹ cadres and Supervisors of S¹, S² are considered for the study. Conflict management is of significant importance of Managers and Supervisors who deal with them and run the organization on smooth terms. Hence, the sample of respondents is considered from these cadres.

FINDINGS

The major findings of the study are summarized here.

Opinion on conflicts

The respondents’ opinion is drawn taking into consideration the age and experience variables. Majority 68.5 percent of Respondents irrespective of the years of experience strongly agree that there is a need to document the conflict management policy in employee handbook.

Respondents view a conflict as an opportunity for change (51.3 percent), Judge a conflict with their self experimentation (40.7 percent), and 56 percent of the respondents consider the conflict management as the core competency of the organization. 38 percent react positively to conflict.

H-1 There is significant impact of age and experience on the conflict management procedures
There is no significant impact of age and experience of the respondents on their opinion on the need to document the conflict management procedure or on the views regarding conflicts at workplace. There is a significant impact of respondents’ age on the level of awareness on the conflict management procedures of the organization. There is significant influence of experience on the level of skills of the respondents to apply for conflict management.

There are the variables of gender and education which show no impact on the opinion regarding the conflicts at workplace for which the hypotheses proposed was also proved wrong. But, there is significant impact of the education on the number of conflicts solved by the technically educated and non-technically educated people. Non-technically educated personnel are better than the technically educated personnel in resolving conflicts at workplace. The hypotheses related to this aspect is;

**H-2** There is significant difference between technically educated and non-technically educated in dealing with conflicts

**H-3** There is significant impact of gender on the approach to conflict management

From the tables (V.6, V.7, V.8, V.9, and V.10), it is clear that the influence of demographics and organizational factors is not statistically significant at all levels.

Hence, the conclusion is: there is no influence of demographic variables of the respondents on the opinion on the need to document the Conflict management procedure, opinion on conflict, satisfaction on the conflict management procedures.

The construct of questions on the resources available at organization include ‘organization having senior champions to deal with the conflicts’ and the ‘evaluation programs that exist for feedback’ on conflict management are assessed to find the ‘resources available in the organization’ to the respondents to apply skills for conflict management in the organization. The hypothesis put forward is;

**H-4** There is significant impact of resources for conflict management on the skills of the employees.
The analysis indicates that resources at organization for conflict management have very low impact on the skills of the employees in managing conflict. Organization has sufficient resources to improve the skills. Hence, it can be concluded that in organization no more further resources will contribute towards improving the skills of the employees to apply for conflict management procedures. There is no significant impact of resources for conflict management on the skills of the employees.

**Inter-personal relationships**

The hypothesis proposed for testing is:

H-5  **There is significant influence of inter-personal relationships on the skills to apply for conflict management procedures.**

The interpersonal relationships at ARIPL are excellent (56.5 percent). The level of interpersonal relationships at ARBL is excellent (39.7 percent). Respondents’ level of interpersonal relationships at MPPL (44.4 percent) is fair. 67 percent of the respondents are high with their satisfaction on the feedback given by the superiors for the performance. All the companies have similar level of interpersonal relationships among respondents. The study proved that there is no significant influence of interpersonal relationships on the skills to apply for conflict management procedures. Hence, it can be concluded that the hypothesis formulated regarding this aspect proved wrong.

**Satisfaction on the conflict management values known and shared**

According to the analysis, the majority of respondents’ views are as follows regarding the following aspects;

- Respondents’ level of satisfaction on the conflict management values known and shared (68 percent)
- Level of confidence on the superiors to talk in confidence (66 percent)
- Respondents consider as the part and parcel of the organization’s shared values (65 percent).

**Level of awareness of the respondents on the conflict management procedures**

According to the analysis, the majority of respondents views are as follows regarding the following aspects;
- Level of awareness on conflict management procedures (68 percent)
- People in the organization have the knowledge of the available conflict management procedures (66 percent).
- People of the organization know how to use the procedures for conflict resolution (68 percent)

The hypothesis proposed for testing is:

H-6 There is significant impact of inter-personal relationships on the awareness towards conflict management procedures.

It is observed from the findings that there is low positive significant impact of the interpersonal relationships on the awareness on the conflict management procedures. The hypothesis is proved to be accepted in the above aspects.

Level of encouragement by the management towards conflict management

The respondents’ views are analyzed taking into consideration the following aspects;

- Reward a collaborative approach towards the conflict resolution (70 percent)
- Performance reviews consider conflict management skills (49 percent)
- Consequences of conflict avoidance (66 percent)

The hypothesis proposed regarding this is;

H-7 There is significant influence of encouragement given by the management on the awareness of conflict management procedures.

In relation with the impact of level of encouragement by the management towards conflict resolution procedures with the level of awareness, there is significant impact of the encouragement given by the management on the level of awareness of the respondents on the conflict management procedures. It is evident that the hypothesis proved correct.
Resources available at organization for conflict management procedures

About 49 percent of the respondents said that the organization has resources in the form of resourceful people, time, and money to deal with the conflicts in an effective manner. The views of the respondents regarding the resources available in the organization are:

- Organization has people, time and money to deal with conflicts in an effective manner (49 percent)
- Having senior management to deal with the conflicts (66 percent)
- People have people to talk in confidence regarding the issues paving to conflicts (66 percent)

To analyze the impact of the resources for conflict management procedures on the level of satisfaction of the respondents on the conflict management, the following hypothesis is drafted to test:

H-8 There is a significant impact of resources available at organization to manage conflicts on the level of satisfaction on existing procedures.

It is observed from the findings that there is significant impact of the resources available for conflict management on the level of satisfaction of the respondents on the conflict management procedures of the organization. There is a probability that if the resources for conflict management are improved by the management there is likely to have the impact on the improvement of the level of satisfaction of the respondents on the conflict management procedures.

Satisfaction on existing procedures for conflict management

- Respondents are satisfied with the consistency of the existing procedures (67 percent).
- Level of satisfaction with the procedures available to handle full range of disputes (66 percent)
- Level of satisfaction on the processes designed by the management in resolving conflicts (68 percent)
The hypothesis proposed regarding this is;

**H-9**  There is significant impact of skills to apply for conflict management procedures on the level of satisfaction towards conflict management procedures.

**Encouragement by the management towards conflict management procedures**

- Disputants can air their grievances (65 percent)
- Participate in decision making in shaping dispute resolution (67 percent)
- Get feedback and information when they need (67 percent)

It is likely to be that there is encouragement from the management towards the conflict management but there is no significant impact of the skills to apply for conflict management procedures on the level of satisfaction of the employees towards conflict management procedures. The hypothesis proved wrong.

- Reward a collaborative approach towards the conflict resolution (70 percent)
- Performance reviews consider conflict management and resolution skills (48 percent)
- Scope for conflict avoidance rarely takes place (68 percent)

The hypothesis proposed regarding this is;

**H-10**  There is significant influence of encouragement given by the management on the skills required to apply for conflict management procedures.

It is observed from the analysis that there is significant impact of the encouragement given by the management on the level of skills to apply for the conflict management. This includes the trainings offered and the methods and techniques extended to the employees on the conflict management procedures.
CONCLUSIONS

The following conclusions can be drawn from the above findings of the study.

**Encouragement by the management towards conflict management**

Respondents of the study from the present organization are having skills to apply for conflict management procedures. The major concern to improve the skills of the employees towards conflict management is by management encouragement and support. The study reveal that there is encouragement given to the employees but not having influence on the level of skills. Employees’ age has significant impact on the level of awareness on the management’s policies on conflict management.

There is another finding regarding impact of experience on the level of skills to apply for conflict management of the respondents. There is a significant influence of the experience of the respondents on the level of skill in resolving the conflicts.

From the study it is observed that the influence of the level of encouragement given by the management to the skilled personnel is significant on the level of satisfaction of the respondents on the existing conflict management procedures.

Management’s encouragement and support is important to take lead role and initiation to resolve conflicts at work place. The study finds this aspect as one of the important conclusion that there is encouragement of the management to the employees for resolving conflicts at workplace. There is a significant impact of level of freedom of expressing the grievances or opinions by the respondents in all the units of Amara Raja Group of Companies.

**Resourceful persons to handle conflicts**

Another finding is that majority of the respondents of the study prefer *peer review* for managing conflict. By this finding, it can be concluded that superior-subordinate relations/interpersonal relations exist in the organization for opting a conflict resolution procedure in the organization.

The study puts forth a finding that HR Manager and immediate supervisor are the resourceful persons for the conflict reference and resolution.
Trainings for conflict management

Another important finding from the study is that there is likely to be a significant impact of trainings offered on conflict management on the level of awareness of the respondents on conflict management procedures.

One of the important findings of the study is that Trainings offered on conflict management has significant impact on the level of interpersonal relationships among employees. Trainings bring awareness and improve interpersonal relationships.

Availability of resources for conflict management

Availability of resources for conflict resolution are said to be fair and the study concludes that they have significant impact on the level of interpersonal relationships of the organization. Resources in the form of availability of resourceful persons, time and money are the essential components to accommodate and resolve a conflict in a positive manner. Hence, it can be concluded that resources have significant influence on improving the interpersonal relationships among the employees of the organization.

Regarding a special focused question on the number of conflicts solved, few interesting findings are drawn. It is likely that non-technically educated employees are better in resolving the conflicts and the study proves that there is significant impact of the education on the conflict resolution at present organization. The study also concludes that there is significant impact of experience on the conflict resolution by the respondents. The respondents with more years of experience are effective with the resolution of the conflicts. This is based on the number of conflicts they have resolved.

There is an important finding with regarding the gender variable. It is revealed from the survey that female employees are more effective than their male counter parts in resolving more number of conflicts at workplace.

Satisfaction of the respondents regarding the conflict management at the organization is likely to have been more influenced by the management’s encouragement and the resources available at the organization on the conflict management.
SUGGESTIONS

The factors that are to be well thought-out which influence the conflict management approach at Amara Raja requires to be enhanced to bring more affectivity to the conflict management procedures. Conflict management procedures are to be made as subject of core competency in the organization. Conflict is a concept everyone wants to avoid from discussing. Conflict directs the organization towards growth and development. The traditional approach to conflict is changing day by day. Conflict is natural and it is to be managed effectively and constructively.

Observing the practices of the present organization studied, the following guidelines can be developed:

**Develop a comprehensive strategy on conflict management**

An inclusive strategy can be incorporated in the core strategies of the organization regarding the conflict management policies and procedures. For this the company can document the procedure for conflict resolution in employee handbook. This exhibits the fair and positive approach of management towards the employees and to their work related issues.

**Build trust by ensuring equity in dealing with employees**

By incorporating policies on conflict management in a fair and just manner, the management can ensure the attitude of equity among all the levels of employees. This gains due trust and confidence of the employees and develops inter-personal relationships which are basis for effective conflict resolution.

**Empower employees creating awareness and importance of being positive towards conflicts at workplace**

The key personnel such as Managers and Supervisors, who are required to take part actively in conflict resolution techniques, should be empowered and should be created awareness on the importance of reacting to a conflict positively.

**Institute company-wide conflict resolution and communication skills trainings**

Management can take up conflict resolution programmes all over the organizational levels. This should be carried in a constructive way by setting up effective channels of communication and inculcating the skill to manage conflicts
through a number of training programmes.

**Maintain a policy of free communication and open-system from top-down and bottom up between top level management and employees**

Effective communication plays a dominant role in creating a positive environment in the organization. And, especially, with regarding conflict management its importance is more. The management can devise a policy of free communication channels from top-down, and bottom-up with the employees. Clear communication channels can be set up by the management.

**Conduct Training programs and interactive courses to personnel concerned dealing conflicts**

The management can conduct training programs for the male and female managers and supervisors who deal with the conflicts at workplace. The education and training programmes should ensure creating a positive and constructive approach to conflict resolution by the trainees. Professional trainers can be engaged to educate and train the employees. Education and training to the employees at all levels without discrimination on any basis is recommended. As it is also evident from the study that male and female both are effective with their approach to conflicts, training can be imparted to them without any gender discrimination.

**Continuous training**

Continuous training should be provided to the personnel because conflict is an inevitable and unavoidable. Trainings should be updated based on the previous conflicts and their repercussions’ or severity. For this management can document the conflicts that have taken place in the organization. This throws an insight on the long-lasting impacts of conflicts on the organization culture.

Trainings should be based on the case studies observed anywhere. Employees are to be made to analyze the related cases on conflicts and extend possible constructive solutions on win-win approach as conclusions. Management can encourage people with innovative and constructive ideas towards conflict resolution methods.

Training programmes should be Practice-oriented and should be interactive involving participant trainees.
Case Sessions

Cases Sessions can be conducted, on the conflict management practices which happened in the organization or outside of the organization, without revealing the names, to clarify what is best way to resolve the conflict that would not disturb the general system of the company.

Stress free work

Management is directed to create stress free work environment with adequate rest intervals and required welfare facilities to the employees of the organization. By this, the physical environment which also impacts the psychological balance of the employees is aligned. Giving a scope of organizing games and occasions also influences the work environment of the organization.

Performance reviews/standards to involve conflict management skills

Resourceful Managers and Supervisors are to be assigned the task of conflict management and are to be monitored by the conflict management committee to advise the issues relating to conflicts at workplace. Such a committee can be a high-level one, comprising the board of directors and chaired by the CEO of the company.

Ombudsman Position

An ombudsman is a person within an organization, often an elder and respected manager, close to retirement, who has been relieved of operating responsibilities and assigned the task of counseling younger employees on career problems, organizational difficulties and other related conflicting issues. Often the ombudsman can go considerably beyond counseling and investigation and is able to act informally to resolve problems. The management apart from formal conflict management procedures and personnel to deal with the issues can opt for ombudsman role in the conflict management.

Reporting systems There should be reporting/advice channels (eg hotlines, compliance officer)

Reporting There should be periodic declarations/acknowledgements of compliance.
**Appraisals** Performance should be compromised with effective conflict management methods by the personnel. Hence, a performance appraisal system which does this balance has to be implemented. Inclusion of effective conflict management criteria in performance reviews of divisions/functions and in employee appraisal/reward systems is a must.

**Reward system** A system of just rewards for rewarding effective and constructive conflict management is fundamental. This has greater influence on the effectiveness of conflict, management the perception that conflict should be avoided or ignored.

**Set up regular meetings with your employees**

Management is suggested to conduct regular meetings and ask for the employees’ feedback on how things are working. Ask them what support they need. By this conflicts can be diagnosed at the early stage through open and regular interactions among the personnel of the organization.

**Encourage problem solving and authentic conversations on your team**

Management can encourage problem solving by conducting brainstorming sessions with the employees to come up with win-win solutions.

**Appoint a mediator**

If the employees can’t resolve a conflict on their own or with the help of a senior manager or supervisor, the management can hire a mediator to be a neutral third party to help. The cost of a mediator is nothing compared to the cost of unresolved conflict.

**To Industry / Business Associations**

Conflict the concept still sounds negative in the modern organizational set-ups. No management or person would like to discuss the concept openly due to the negative implications that are assumed from the past many decades. From the very commencement of the human society the approach is unchanged. “Conflict is negative and has bad consequences which disturb the relationships of the organization or group”. With the advent of new emerging thought processes of the world, conflict is deemed to be positive and progressive if it is managed effectively. It is here where the role of industries comes and business associations come. Keeping in the view, the
managements and associations can play a major role in bringing about a change in the outlook of the people around.

**Education and Persuasion**

Associations can promote conflict management by educating the members about the importance of, and the need for, having conflict management, and persuading them to give due regard to positive and constructive approach in their business. The members should understand that if every businessman takes the conflicts in a positive connotation, every one of them would be benefited and there would be an improvement in the general image of the business community in the eyes of the public and there will be no necessity to the government to involve with the conflicting issues of the business organizations and have a prolonged and expensive and disputing legal proceedings. The means of education can be many. They include: training programmes, workshops, conferences and celebrations of successful resolution of organizational conflicts which are done with equity and just principles both by management and employees concern. They may include distribution of literature (newsletters, books, magazines etc.)or sending e-messages, web messages and stories of effective conflict management in various organizations.

**To Government**

In the pre-globalized India, Industrial relations merely governed by 'Law of Master and Servant' and depended on the good-will of the master. The legal framework of industrial disputes resolution strategy was provided by the Trade Disputes Act, 1920, which provided for ad hoc Courts of Enquiry and Conciliation Boards and forbade strikes. The Trade Disputes Act, 1929 armed the Government with powers to intervene in industrial disputes and provided for conciliation machinery to bring about peaceful settlement thereof. 1938 Amendment of this Act brought into existence the system of appointment of Conciliation Officers for mediating and promoting settlement of industrial disputes. None of these Acts were in common use as the policy of the Government was Laissez faire and selective intervention at the most. Defence of India Rules, promulgated during Second World War, conferred powers on the Government to effect compulsory arbitration'. Rule-81-A of these Rules imposed a blanket ban on strikes in consequence of industrial disputes and provided for their compulsory conciliation and adjudication. In spite of this legal framework, there is nothing worth noticing in industrial disputes and industrial relations during this period.
The labour remained mostly unorganized and exploited. Indeed, it is possible to say that labour movement in pre-1947 India had no separate identity of its own and was a part of independent movement of the country, indicating that even the Indian labour believed that their salvation lay in the free and democratic India. With the advent of globalization a new positive approach is seen from many industrialists regarding the employees. They are considering the employees as the part and parcel of the organization and their commitment and well-being is valued more than earlier. Employees’ level of awareness and education has also risen that it is not promoting any undue self-interests of the people concern. Reformation of legislations especially the Industrial Disputes Act, 1947 is recommended to bring a change in the outlook of the employers and employees towards industrial conflicts or disputes. The role played by the government is indispensable with regarding conflict management at workplace either be it between employer and employee or between employee and employee. It should be continued by eliminating undue delays and procedures to benefit the employees and employers on the whole.

**To Educational Institutions**

The growing concern for positive approach to conflict management has its base on the emerging education outlooks. Business managers and supervisors way of approaching a conflict positively is very much influenced by the educational institutions learning practices. In view of this, educational institutions should do well by introducing conflict management courses which are more practical rather than theoretical. Learning by analysis of situation based on conflicts; one will acquire not only positive approach to conflicts at workplace but also skills to apply for conflict resolution. Thus conflict management need not be a separate subject by itself; it should be integrated with every subject that the student learns.

**To Media Organizations**

The second most important factor for growing conflict management concerns is public disclosure, publicity, media coverage and better communication followed by increased public concern, public awareness, consciousness and scrutiny, better informed public and societal pressures. Obviously, media organizations can take pride for the constructive role they have played in publicizing the conflict related issues of the organizations, managers and employees. They are expected to maintain the same
with novelty in reporting best practices and highlighting good business organizations with positive and constructive approach to the conflicts and their effective management.

**Directions for Future Research**

A cursory glance at the earlier studies reveals the coverage of five issues as shown in Table No. –VI.1.

**Table No –VI.1 : Coverage of Earlier Research**

<table>
<thead>
<tr>
<th>S.No</th>
<th>Issues</th>
<th>Researchers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Concept of Conflict is inevitable and desirable</td>
<td>Carten K.W.De Dreu (2007)</td>
</tr>
<tr>
<td>2</td>
<td>Management’s Encouragement should be there to handle grievances of employees</td>
<td>Pramod Verma and K Kumar (1992)</td>
</tr>
<tr>
<td>3</td>
<td>Positive approach of managers</td>
<td>Angela I. Greenwald (2007)</td>
</tr>
<tr>
<td>5</td>
<td>Awareness, skills and satisfaction of managers is required for conflict management</td>
<td>Dean Tjosvold (2007)</td>
</tr>
</tbody>
</table>

The present study covers all the above issues. There are cross sectional studies and surveys but very few longitudinal studies and case studies.

The future research can focus on the following gaps.
1. Sector / industry wise studies to know specific significant conflict raising issues.

2. Longitudinal studies to find out the approaches and the outcomes.

3. Single company case studies to describe how conflict management can be institutionalized in the organization.

4. The management and employees interpersonal relationships for sustaining a culture for constructive conflict management rather than conflict avoidance.

5. The design of selection programmes for choosing persons with positive and constructive approach to conflicts.

6. The effectiveness of training programmes on conflict management.

7. The effectiveness of the best practices model described in this study to organize conflict management methods and techniques in the organizations.