PREFACE

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. 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. Conflict resolution is an essential skill for all managers as they are the key personnel expected to encounter conflicting values, experiences, beliefs, and perceptions.

Having policies in place for handling conflict allows processes to move on to the business of providing quality services employees and families--even when there are differences. Trouble does not arise because there is a conflict of values, beliefs or perceptions--a process is in trouble only when that conflict goes unmanaged or unresolved.

A conflict management system has four elements that every manager should be familiar with:

1. Know the style of managing conflict and that a style can either motivate or discourage staff. This knowledge can make resolving conflicts more productive, and less stressful.

2. Use approaches to conflict which take the interests of both sides into account when fashioning an agreement, such as: getting agreement on the definition of the problem before trying to reach a solution; requiring mutual consent for any solution; encouraging negotiation first (the parties try to work it out themselves)--then, if necessary, providing third-party intervention (the parties seek a mediator); and avoiding the use of force, unilateral judgments, giving in, and doing nothing.
3. Develop a process for handling conflict. Identify who to go to, what steps to take, and expected outcomes.

4. Develop a procedure to follow, including establishing ground rules, purpose, roles, and a confidentiality policy.

Conflict Management must be a cornerstone of organizational structure. But it must be built on mutual consent and respect for the views of managers, supervisors and employees—all of which are needed for its success.

In view of the growing importance of having harmonious relationships at workplace which impact the productivity and effective organizational culture, taking into consideration, the major role played by the Conflict handling personnel’s with their level of attitude, skills, satisfaction and awareness on the conflict management procedures, the present study is undertaken. The study is an attempt to know the views of managers and supervisors on values, expectations, approaches to conflict, factors influencing the level of satisfaction, level of awareness, and level of skills to apply for conflict management procedures. An attempt is made to analyze the level of encouragement and support that are rendered by the management to the key personnel of the organization.

It is expected that the study will be of interest to management students and teachers, executives and government agencies, who are looking for ways and means to build a progressive nation and who would expect positive conflicts rather than no conflicts at workplace, as they are natural and inevitable.