CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY
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The history of the evolution of the universe has the specification of continuous change and transformation. In each step of this transformation, the impact of the change always maintains the momentum of restructuring, dissonances, and dynamic equilibrium incompatibilities. When it comes to the context of an organization, these vulnerabilities and divergences take the form of conflicts paving the way for organizational turbulences and repercussions. This study was undertaken with the objective of identifying the pros and cons of these conflicts in the selected public and private enterprises in Kerala.

3.1 Introduction

To go into the wholeness of the saga of conflicts needs the analysis of data which are reflective of the characteristic of conflicts which is qualitative in nature. Hence in this research it is attempted to expose the questions associated with the objectives and hypotheses mentioned in chapter 1.

Since the research is an exploratory nature containing qualitative data, the research design and methodology is adopted accordingly. Sampling is made with the selected organizations in the private and public sectors in Kerala.

3.2 General design

As it has already been stated the sample units are selected from the public (State owned) and private enterprises in Kerala. This study was designed to explore into the constituents of conflicts itself and the impact of it on the organizational parameters such as effectiveness and efficiency with regard to the selected public and private sector enterprises. Guzzo and Sher (1992) opined that the effectiveness of an organization is not only the function of individual task for performance and goal achievement but it depends upon the extent to which team members need to avoid process losses by helping each other as well, such as coordinating activities, complying with demands and requirements and voicing opinions and ideas (Hademan, 1983, Podsakoff 1997, Steiner 1972). In this research public and private sector organizations in Kerala had been selected as the platform for the
prevalence of conflicts. The performance of the public and private sector organizations affected by the different levels of conflicts in them was proposed to be analyzed. The contributing variables to organizational conflicts with regard to extraneous and intraneous factors in these organizations were also proposed to be explored.

3.3 Dimensions of General Design

Commencing from the organizational conflicts in general, the very purpose of this study was extended to find out the different dimensions of conflict behaviour in the public and private sector enterprises in Kerala with additional relevance to the background of the LPG contributing to the escalation of conflicts in the sectors concerned. Hence the general design of this research was proposed to be exploratory and qualitative in nature in order to find answers for the questions stated in the objectives and hypotheses mentioned in chapter 1. The methodology was also adopted in accordance with this purpose.

3.4 METHODOLOGY

3.4.1 Selection of Study Units

As per the Review of Public Enterprises (2010), there are 114 public sector enterprises in Kerala excluding the 12 enterprises in the cooperative sector that are under the administrative control of the industries Department. Thirty of the above 114 enterprises are either closed, merged, liquidated. Out of these remaining enterprises, the following categories are included.

1. Development & Infrastructural Agencies
2. Ceramics to Refractories
3. Chemical Industries
4. Electrical Equipments
5. Electronics
6. Engineering
7. Plantation and Agrobased Units
This study covered the relevant areas with regard to the core of its purpose. This included the potentiality for the occurrence of conflicts in general and in the light of the economic reforms in particular.

### 3.4.2 Type of Enterprises Covered

A pilot study has been conducted in order to identify the problems and issues in this regard. The various opinions and suggestions were collected from the employees, executives, trade union leaders, government officials, social workers and academicians. Primarily the study units were divided into public and private sectors. Since the study is intended to collect the primary data regarding the core subject, the heterogeneity as well as homogeneity are to be maintained in categorising the sample units. The categoriwise distribution of different categories (two Sectors) for sample coverage is shown in table 3.1. The categories selected for sample coverage include engineering, electronics, chemicals, textiles, agro based, wood based, public utilities and others. These categories are the same for both of the sectors.

Table 3.1 shows category wise distribution of units in both of the sectors. In each sector 18 units in the above categories have been included.
Table 3.1

Category wise distribution of study units in the public and private sectors

<table>
<thead>
<tr>
<th>Sl no.</th>
<th>Category</th>
<th>No. of units</th>
<th>Percentage to total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Public sector</td>
<td>Private sector</td>
</tr>
<tr>
<td>1</td>
<td>Engineering</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>Electronics</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Chemicals</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>Textiles</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>Agro based</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>6</td>
<td>Wood based</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>7</td>
<td>Public utilities</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>8</td>
<td>Others</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>18</strong></td>
<td><strong>18</strong></td>
</tr>
</tbody>
</table>

Source: survey data

Figure 3.1

Category wise distribution of study units in the public and private sectors
Figure 3.2

Categorywise percentage of study units to total

The selection of units have been made in accordance with the factors of selected efficiency variable. Effective efficiency which denotes the capacity of the firm to satisfy the needs and aspirations of its shareholders is taken as the important criteria for the inclusion of the sample units in the study. It is marked by its capacity to pay dividends to its shareholders. As far as the state public sector enterprises in Kerala are concerned, the history of loss making has been diminishing for the last few years. Yet most of the enterprises which are presently profit making still carry along the accumulations of previous debts. This leaves the firm with the insufficiency to pay dividend to its shareholders. Though the shareholders of the PSUs are mostly either the government or any agency sponsored by the government, the declaration of dividend is the symbol of the operational success of the enterprise denoting its effective efficiency.

According to The Review Of Public Enterprises Kerala 2010, out of the 17 units which either declared or proposed dividend come under 6 categories. Though all of them are profit making, the number of units that declared dividends are differently proportional to the total number of the profit making units in each category as it is shown in Table 3.2. Since the sampling population is to be
representative of both of the efficient and inefficient categories in terms of the dividend payment, categories of both sides are to be included in the sampling population. Hence out of these five category, the most efficient categories of chemical, agro based and textiles has been selected for sampling. The other 5 categories have been selected from the ‘least efficient’ category in terms dividend payment. The categories are public utility, electronics, engineering, wood based and others. Public utility, wood based and engineering have at least one loss making units, Electronics and other category are comparatively the smallest category in terms of employment and capital invested. Two categories are not paying dividend though the both are profit making.

Table 3.2

<table>
<thead>
<tr>
<th>Sl no.</th>
<th>Sector</th>
<th>No. of units</th>
<th>Total employment</th>
<th>Units on profit</th>
<th>Units on loss</th>
<th>Net profit/loss</th>
<th>No. of dividend declared/proposed units</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Chemical industries</td>
<td>8</td>
<td>5452</td>
<td>6</td>
<td>1</td>
<td>12123.20</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>Electronics</td>
<td>1</td>
<td>99</td>
<td>1</td>
<td>-</td>
<td>36.00</td>
<td>-</td>
</tr>
<tr>
<td>3</td>
<td>Engineering</td>
<td>3</td>
<td>2558</td>
<td>2</td>
<td>1</td>
<td>218.01</td>
<td>-</td>
</tr>
<tr>
<td>4</td>
<td>Plantation &amp; agro based</td>
<td>8</td>
<td>2154</td>
<td>5</td>
<td>1</td>
<td>602.88</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Textiles</td>
<td>12</td>
<td>8147</td>
<td>11</td>
<td>1</td>
<td>8284.67</td>
<td>7</td>
</tr>
<tr>
<td>6</td>
<td>Wood based industries</td>
<td>3</td>
<td>1053</td>
<td>2</td>
<td>1</td>
<td>19.13</td>
<td>-</td>
</tr>
<tr>
<td>7</td>
<td>Public utilities</td>
<td>6</td>
<td>71859</td>
<td>1</td>
<td>5</td>
<td>-4008.98</td>
<td>-</td>
</tr>
<tr>
<td>8</td>
<td>Others</td>
<td>1</td>
<td>14</td>
<td>1</td>
<td>-</td>
<td>14.27</td>
<td>-</td>
</tr>
</tbody>
</table>


Hence the above mentioned 5 categories have been selected for study as ‘inefficient’ units along with the ‘efficient’ three categories making the total 8. The other categories that are not included are either less ‘inefficient’ or less ‘efficient’ than the selected ones in terms of effective efficiency. Incidentally the 8
categories’ that have been selected for sampling are the most eligible 5 categories that were found more in the pilot study in terms of consistency and representativeness.

Secondly in the pilot study it was reported from the officials that, delicensing, deregulation in export import policies as a part of economic reforms have significant impact on the categories of engineering, electronics, chemicals, textiles, agro based, wood based, public utility and other units. Further, it is said by the same sources that these sectors are mostly affected by the LPG policies of business process outsourcing, technology and labour transfer. Also, the above areas of production and services reportedly have the potential for generating and escalating organizational conflicts on their own according to the employees, officials and trade union leaders. Hence the selection of the study units in the public sector has been made in accordance with the above criteria.

Since the selection of the private sector categories are to be followed the pattern of the selected public sector categories, the same 8 categories have been selected from the private sector. The selection of sample units had been made reckoning all of the above factors. Moreover, the number of sample units had been restricted to 36 in total by 18 each from the two sectors.

3.4.3 Methods of Data Collection

This research being focused on the conflicts in organizations and its impact on the public and private sector organizations in Kerala. The entire organizations in the concerned sectors in Kerala constituted the universe of this study. Within this universe the above mentioned 8 categories comprising of manufacturing and service sectors of the both have been incorporated. The population of this study is comprised of the executives and employees of selected the public and private enterprises in Kerala. Being an exploratory research, the research design is consisted of qualitative data as the primary data for analysis and interpretation.

3.4.4 Sampling Techniques Adopted

Stratified random sampling techniques have been adopted for the selection of samples. Considering the nature of the research, the universe was primarily
stratified into two namely private and public sectors. Secondly the universe has been again stratified into manufacturing and service sectors for each of the former categories. Taking the similarities and dissimilarities in the quality of labour into consideration, the above strata have been again divided into two categories of executives and employees. Each of these homogenous strata is again divided into senior and lower level of executives and employees.

3.4.5 The Sample and Sample Size

The samples consist of respondents in the above mentioned strata. The number of sample units are restricted to 36 in which 18 each from private sector and public sector in Kerala are included. The sample size had been computed through the approach based on response rate and confidence level. Out of 828 questionnaires were distributed, 612 were returned. Hence the response rate was 73.9. Prescribing the response rate as 74% and the confidence level 95% with 5% margin of error, the sample size was determined in respect of the estimate concerning the population parameter. The total number of employees in the selected public sector units is 91336 according to the review of public enterprises (2010). The total number of employment in the selected units from the above sector comes to 30112. The total number of employment in the selected private sector units is 22251. Thus the total number of the population of the study is 52363. Taking the above mentioned rates of response, confidence level, margin of error, and population the minimum sample size was calculated as 294. However, out of the 612 questionnaires returned filled, 533 questionnaires were found consistent and complete. Hence the total sample size was fixed at 533 in order to make the study more consistent and representative of the sample. Moreover, with a sample size of 533, the margin of error can be less than the 5% level which could enhance and reliability and clarity of the study. Hence the public sector sample size was determined as 307 comprising of 41 senior executives, 51 lower executives, 102 senior employees and 113 lower level employees. Private sector sample size was determined as 226 which comprises 79 senior executives, 32 lower executives, 74 senior employees and 41 lower employees. Manufacturing and service sector wise sample sizes are 287 and 246 respectively. The total sample size of this
research is 533 comprising of the two sectors. The sample size of each category was determined through the total number and response rate of each category.

**Table 3.2.1**

**Frequency distribution of the Respondents in the Public and Private Sectors**

<table>
<thead>
<tr>
<th></th>
<th>Public Sector</th>
<th>Private Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Executives</td>
<td>Employees</td>
</tr>
<tr>
<td>Senior</td>
<td>51</td>
<td>102</td>
</tr>
<tr>
<td>junior</td>
<td>41</td>
<td>113</td>
</tr>
<tr>
<td>Senior</td>
<td>92</td>
<td>215</td>
</tr>
<tr>
<td>Total</td>
<td>307</td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey data

**Figure 3.3**

categorywise sample frequency of executives and employees in the public sector

![Categorywise sample frequency of executives and employees in the public sector](image-url)
Figure 3.4

Categorywise sample frequency of executives and employees in the private sector

![Categorywise sample frequency of executives and employees in the private sector](image)

Figure 3.5

Sample frequency of manufacturing and service sector

![Sample frequency of manufacturing and service categories in the two sectors](image)
3.4.6 Data Collection Techniques

Most of the primary data are collected through 5 point Likert scale questionnaires ‘C’ to ‘J’, regarding the perceptions except for the preference for potential sources of conflicts. Stratified random sampling technique has been adopted for the collection of the primary data. This technique is adopted due to the fact that every sample in the proposed sample has the probability for being included in the data collection. In addition to this the distribution is assumed to be a normal distribution. The preferences for the potential sources of conflicts are obtained through the questionnaire in which the respondents are asked to write the number of their preference against the option in the list of 15 options (Questionnaire ‘B’). Interviews without questionnaires were also conducted in order to collect data regarding the perceptions and opinions of the respondents. With the view to prepare the questionnaire and to know about the availability of data and the variables, a pilot study was conducted as it has already been mentioned. Five public sector units and four private sector units from Thiruvananthapuram and Thrissur were approached for this pilot study.

During the pilot study, the questionnaire was distributed and collected back through personal managers as far as possible to ensure the genuineness and openness of the responses regarding the inner conflicts. The pilot study revealed that the root causes of the conflicts in the two sectors should consist of the personality variables such as attitude, perceptions along with other personality differentials. At this juncture of the research, it was understood by the researcher that ‘within a person’ analysis should be the core of this research, apart from the results of previous studies on this subject.

Since the problem of the prevalence of conflicts and its root causes making impact on the performance of the concerned sectors being sensitive, delicate, and complex, the respondents are approached with the questionnaires with utmost care, confidentiality and proper explanations to obtain genuine data for the study. Names of the concerned public and private sector organizations are not disclosed due to the confidentiality of the data collected regarding organizational conflicts.
Incomplete and inconsistent answers were rejected for the purpose of extracting accurate information.

As already mentioned, the set of tools used for collecting primary data include adapted questionnaires on the corresponding topics. Questionnaire ‘A’ consists of personal details and other factors related to the bio data of the respondents, such as age, level of educational qualifications and experience. Questionnaire ‘B’ consists of a list of factors which are the root causes or potential sources of conflicts in organizations. These are supposed to be ranked by the respondents in the order of the most preferred one to the least preferred one.

Questionnaires ‘C’, ‘D’, ‘E’, ‘F’, ‘G’, ‘H’, ‘I’, and ‘J’ consisted of queries related to attitude and its components, emotional intelligence, conflict management styles, functional and dysfunctional conflicts, group and interpersonal conflicts, intrapersonal conflicts, LPG and conflicts, and effectiveness and efficiency. Questionnaire ‘G’ represents items pertaining to the relationship between the different categories of conflicts such as interpersonal conflicts and the components of intrapersonal conflicts such as frustration and role conflicts. Questionnaire ‘H’ includes questions related to the bye-products of economic reforms such as marketisation, resilience, agility and competitiveness. Questionnaire ‘I’ consisted of items related to organisational effectiveness. In this set, 12 items which are the components of organisational effectiveness were included. The items of variables related to organizational efficiency such as ecological, efficacious, effective, incremental, profitable and adaptive dimensions were given in questionnaire ‘J’. All the questionnaires had the validity ranging from 0.75 to 0.81. High reliability was also reported.

The methods of measuring the ranking factors regarding the potential sources of conflicts are detailed in chapter 4. As it has already been mentioned in the previous paras, 828 questionnaires were distributed to the concerned employees and executives of the selected units, and only 612 were received back (73.9%). Out of this 533 were found to be completed and consistent. Separate descriptions for the data collected for analyses are detailed in the coming chapters of data analysis and interpretation. Most of the primary data were collected directly from the
executives and employees of the selected units in person through the questionnaires. 121 questionnaires were mailed to respondents who were out of station at the time of data collection out of which 99 were returned duly filled.

3.4.7 Secondary Data

Issues of ‘The Review of Public Enterprises in Kerala’ published by the Government of Kerala for 2000-2010 is the main source of secondary data for the study with regard to the public sector units selected for the study. Annual reports, other published sources of the concerned private sector units, annual statements, issues of Economic Survey of India, Indian Labour Year Book, performance of the private industrial sector in India, Economic Review of Kerala for the concerned period, government publications, official publications and official announcements in the press, official publications of the State Labour Department of Kerala, publications of the Federation of Indian Commerce and Industries, Chamber of Commerce etc. were also included as the sources of secondary data regarding the private and public sectors.

The present research is both descriptive and analytical in nature. It is descriptive as far as the theory is concerned. It is analytical in the sense that it analyses and interprets the relevant data and finally made an evaluation also. This research was expected to identify the most prominent potential sources of conflicts, influence of emotional intelligence in regulating or moderating conflicts in organizations, attitude-conflict trade off in the concerned sectors of institutions including the manufacturing and service sector units in the public and private sectors in Kerala with this methodology and design adopted.

It is also expected to reveal the qualitative relationship between conflicts in the concerned sectors and attitude components along with the components generated by LPG. The impact of conflicts in the two sectors in terms of the factors of efficiency and effectiveness are also expected to be revealed from this study.

3.4.8 Techniques of Data Analysis

For the analysis of primary data the measure of central tendency such as mean and median are used. Tools such as correlation coefficient (rank correlation),
t-test, z-test, chi square test and other appropriate statistical tests such as Mann Whitney U test, Krushkal Wallis test, simple linear regression, multiple linear regression and multiple correlation are also administered. Softwares like MS-Excel and SPSS are used for the data analysis along with manual computations wherever necessary. Both parametric and non parametric tools are used in order to ascertain the variations in the mean scores as well as in the frequencies. Moreover, though the distributions are assumed to be normal and adequate for parametric tests, non parametric distributions are also expected due to the qualitative nature of the variables and data.

3.4.9 Parameters and Variables Used for the Study

The prominent parameters and variables selected for the study are as given below.

The following variables have been selected as the factors of potential sources of conflicts.

1. Goal diversity
2. Limited resources
3. Role Ambiguity
4. Environmental stress
5. Contradictory value system
6. Attitudinal differences
7. Task interdependence
8. Impact of change
9. Organizational culture
10. Personality variables/traits
11. Individual frustration
12. Communication barriers
13. Role incompatibility
14. Structural factors
15. Others.

The variables selected for the analysis of attitude model conflict behaviour included the following.

1. Cognitive component
2. Affective component
3. Behavioural component

The following variables were included as the components of EI.
1. Self identification of emotions
2. Self regulation
3. Self motivation
4. Empathy generation
5. Managing relationships

The following variables were used for ascertaining conflict management styles of the concerned respondents.
1. Forcing/competing
2. Collaborating
3. Avoiding
4. Compromising
5. Accommodating
6. Substantive outcome
7. Relational outcome

The variables included for studying functional and dysfunctional conflicts were the following.
1. Task/issue/cognitive conflicts
2. Emotional/effective/relationship conflicts

The intrapersonal factors included for studying the relationship between interpersonal and intrapersonal conflicts were the following.
1. Frustration
2. Role conflicts

The impact of LPG on organizational conflicts are put into study through the following variables.
1. Marketisation
2. Resilience
3. Agility
4. Competitiveness

The variables selected for studying effectiveness included the following.
1. Quality of decision making
2. Mission achievement
3. Customer satisfaction
4. Capacity for innovation/creativity
5. Adaptation to organizational and technical changes
6. Effective communication
7. Employee attraction and retention
8. Effective group and individual work
9. Quality of work life (QWL)
10. Developing partnership and alliances
11. Motivation for profitability
12. Image and branding

The variables for studying the impact of conflicts on efficiency included the following.
1. Ecological efficiency
2. Efficacious efficiency
3. Effective efficiency
4. Incremental efficiency
5. Profitable efficiency
6. Adaptive efficiency

All of the variables /parameters mentioned above had been selected after the inferences and the findings of the pilot study.

Most of the variables are self-explanatory as far as the meaning and concept of the variable is concerned. Besides the concerned variables in each analysis has been defined and explained wherever necessary in the concerned chapters. Yet the meaning and concept of some of the key variables are briefly elaborated as shown below.

**Conflicts** are defined as a disagreement through which the parties involved perceive a threat to their needs, interests or concerns.

**Intrapersonal conflicts** are the conflicts within an individual.

**Intragroup conflicts** are the conflicts within a group.

**Functional conflicts** are the conflicts beneficial to the organization.

**Dysfunctional conflicts** are the conflicts unfavourable to the organization.
Task/cognitive/issue conflicts are the conflicts regarding methods, issues, ideas and tasks.

Emotional/personal/relationship conflicts are the conflicts regarding emotions and personal issues.

Substantive outcome of conflicts refers to the solution of the issue of the conflicts.

Relational outcome of conflicts refers to the emotional bondage and mutual trust created after the resolution of the conflict issue.

Frustration is the emotional response to disappointment arising out of resistance to the fulfillment of individual needs.

Role conflicts are the inner turbulence and confusion of an individual arising out of the situation of handling the responsibilities of more than one role.

Cognitive component of attitude refers to the thinking or the knowledge part.

Emotional component refers to the feeling part of attitude.

Behaviour component refers to the action part arising out of thought or emotion.

Emotional intelligence refers to the ability to identify the feelings of one’s own and that of others’.

Forcing / competing conflict management style refers to the mode of handling conflicts forcibly with little regards for others.

Collaborating style refers to seeking of a win-win solution to a conflict issue.

Compromising style refers to seeking an amicable or lose-lose solution to a conflict issue.

Accommodating style refers to the giving in policy to a conflict issue.

Avoidance style refers to the purposive negligence to a conflict issue or situation.
Marketisation is the process of acting like market oriented firms being controlled by the market forces like demand and supply.

Resilience is the ability for reviving out of severe setbacks.

Agility is the forward drive for making further advancements.

Competitiveness of a firm is the capacity of the firm to offer products and services that meet the local and world standards competing with other similar firms.

Effectiveness refers to the capacity to achieve the scheduled target or objective irrespective of the resources needed.

Efficiency refers to achieving the desired output or result with minimum inputs.

Ecological efficiency refers to achieving a desired input/output ratio.

Effective efficiency refers to achieving outputs that are acceptable to stakeholders.

Incremental efficiency refers to improving the performance progressively.

Profitable efficiency refers to achieving suitable financial profits.

Adaptable efficiency refers to achieving the input/output ratio that of the competitors.

As it has been mentioned above in depth explanations have been provided for the above terms in the concerned chapters.

3.4.10 Concepts Used

All the concepts used in this study are properly supported by adequate literature as explained in chapter 1 and 2. The structure of the research work is proposed to be evolving mainly from the theoretical framework of conflicts in general, conflicts in organizations, the potential sources of conflicts, role of attitude and intrapersonal variables such as frustration and role conflicts, role of intrapersonal conflicts in organizational conflicts, evaluation of conflicts in the public and private sector enterprises in Kerala which comprised of both
manufacturing and service units, impact of economic reforms on the conflict generating environment in the selected private and public sector units, impact of conflicts on the efficiency and effectiveness of the above units in the light of LPG and the role of emotional intelligence (EI) and conflict management styles on the conflict behavior of organizational conflicts.

Moreover, the structure of this study has been designed in order to cover the areas of substantive and relational outcomes of conflict management styles, conglomerated conflict management styles, attitude model of conflict, regression model of conflict behaviour, relationship between the components of intrapersonal conflict and interpersonal conflicts, relationship between interpersonal conflict and group conflicts, regression models for the above relationships, role of change factor in escalating conflicts in the concerned sectors and the dissimilarities between the attitude model of conflicts and conflict behaviour as a bye-product of LPG in the selected manufacturing and service enterprises of the private and public sector units selected for this research.

The executives and employees of the concerned sectors were the respondents for collecting primary data. The term ‘executive ‘ denoted a person who exercised supervisory control at any level in the management hierarchy and carried out the managing and/or executing the management functions of the public and private enterprises(Sonny V.A., et al, 1994). The term employee meant a person delivered the duty of the basic procedures of the decision making in the higher level.

3.4.11 Chapterisation and Conclusion

The thesis is proposed to contain 8 chapters each dealing with different aspects of the problems under study. The design of the chapterisation is that the first chapter is dealt with the concepts and definitions which illustrates the introduction and the theoretical framework of this study.

In the second chapter, it is proposed to review the literature on the work already done. The survey is extended to cover the areas of LPG and impact of conflicts on the efficiency and effectiveness of the units.
The methodology adopted in this study is denoted in this chapter. It covers the various aspects of the research design and methodology of the research such as sources and methods of data collection, techniques of data analysis, variables of the study, and the limitations of the study. The fourth chapter is dealt with the dynamics of conflicts in the respective sectors. This was comprised of the identification of the potential sources of conflicts and the development of the attitude model of conflicts for the private and public enterprises.

Functional and dysfunctional conflicts, the relationship between different categories of conflicts such as interpersonal, intrapersonal and group conflicts and the role of EI and conflict managing styles in the concerned sectors are discussed and analysed in chapter 5. Regression models for the above linear relationships are also presented.

In chapter 6 the role of liberalisation, privatisation and globalisation (LPG) on generating conflicts in the public and private sector enterprises in Kerala under study have been analysed and discussed. Development of conflict model in the light of LPG has also been presented. The impact of conflicts on the efficiency and effectiveness of the public and private sector organizations are presented in chapter 7. In chapter 8 findings, conclusion and recommendations have been included. Necessary inferences for the findings apart from those discussed in the concerned chapters have been included.

Bibliography and questionnaires on which the analyses have been made are included in the appendices.

The research design and methodology adopted in this research is in accordance with the very purpose of extracting the required facts and information regarding the objectives. The selection of the sample units and sample size are based on the criteria of homogeneity, representativeness and consistency with regard to the exploratory and qualitative nature of this research.