CHAPTER 8

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In the previous chapters the analyses related to the five objectives have been made and interpreted. In this chapter the summary of findings is presented. In fact, each of the observations have already been discussed and concluded briefly in the concerned chapters itself. In spite of these conclusions, the overall conclusion is made here along with corresponding recommendations. Each of the finding has its own policy implications as far as the government, management and employees/executives of the concerned sectors. The findings are presented objective wise in the following paras.

8.1 Findings

Findings derived out of the analyses of the potential sources and the internal dynamics of conflicts are as follows.

1) The highly preferred source of conflicts in the public and private sectors altogether is the ‘attitudinal differences’ (15.38%) followed by ‘personality variables’, ‘structural factors’, ‘individual frustration’, and ‘communication barriers’ (Table 4.1). In the private and private sectors the observations are almost same for the first three preferences except for the fact that ‘role ambiguity’ comes as the second preference in the private sector (tables 4.2&4.3). In the overall rating, however, ‘role ambiguity’ comes as the third preference along with ‘structural factors’. This finding has the topmost relevance as far as the very purpose of the research is concerned. In fact, 15 factors were put in to the list of potential sources of conflicts. The identification of ‘attitudinal differences’ as the most important source of all the conflicts in organisations is obviously the symbol of the individualistic way of assessment by the respondents deviating from the traditional ways of observation, especially in the post reformation scenario. Another factor to take note is that both of the sectors exhibit almost the same pattern of perceiving the potential sources of conflicts which justifies the methodology followed in this research. This findings has serious and critical implications as far as the government, management and employs of the concerned sectors are concerned. Adequate management techniques should be adopted by the concerned in order to
create and change the attitude of the executives and the employees in the public sector in accordance with the mission and vision of the enterprises.

2) There is significant positive correlation between the numbers of the public and private sector respondents in ranking the potential sources of conflicts in organizations. The pattern of the preference for a particular factor in the two sectors follows a particular relationship. This indicates that a common criteria is observed by the respondents in both of the sectors going for a particular preference. Hence it can be assumed that the conflicting environment in which the executives and employees perceive different types of conflicts is almost the same. This can be annexed to the previous finding that attitude is the most influencing factor that generates conflicts regardless of the sector. This factor has serious implication in that common policies and strategies are needed for both of the sectors for managing conflicts.

3) Significant positive correlation is noticed between the numbers of executives of two sectors, employees of the two sectors, executives and employees of the public sector, and executives and employees of the private sector. Each of the correlation is not only positive but strong as well. This finding is can also be annexed to the above finding. The ‘common factor’ among all of these categories in assessing the conflicts within their organization is again exposed through this finding.

4) There is significant positive correlation between the ranks assigned to each item by the respondents in the two sectors. This finding points out to the justification for preferring the potential sources of conflicts in almost the same pattern by the respondents in the two sectors. (tables 4.2&4.3). The ‘common factor’ is also can be attributed to this commonality in the correlation between the two sectors.

5) There is significant difference among the four categories in the two sectors (executives and employees) in ranking the potential sources of conflicts. The indication of this finding is that though there is correlation between the categories in the two sectors, each of them is differing in terms of variance in the numbers. The ‘consistency factor’ in terms of standard deviation of the perceptual rate
differs for each category. The influence of various demographic factors prevailing among each category can be attributed to this finding.

6) The study reveals that the educational qualification wise breakup of the respondents from the public sector who preferred the factor ‘attitudinal differences’ shows that there is 2 doctorate holders (1.96%), 7 professional degree holders (13.72%), 17 post graduates (33.33%), 15 graduates (14.02) and 10 undergraduates (19.61%) in the public sector. For the private sector the breakup is such as professionals 6 (19.35%), post graduates 7 (22.55%), 10 graduates (32.26%) and undergraduates 8 (25.81%). Majority of the respondents in each sector (>70%) is comprised of graduates and above categories. The apparent difference in the frequencies shows the tendency of going for the option ‘attitudinal differences’ is paramount in the highly qualified categories in the two sectors.

7) Analysis made in this study illustrates that there is no significant difference between numbers of the respondents by educational qualification who opted ‘attitudinal difference’ in the first place, across the private and public sector categories. More or less the same pattern of educational breakup is found to have been maintained in going for the preference for ‘attitudinal differences’. The educational qualification in both of the sectors are generally high with more than 40% of the respondents are either graduates, post graduates or professional graduates. Again, the respondents in the other categories might also be having the general perception of the changing scenario of the context. They may also be capable of evaluating the organizational process like conflicts in the background of liberalised economic and environmental conditions in common and other environmental factors in particular.

8) Analysis of the conflicts generated out of attitude and its components revealed that the average total score is 59.7 with an individual item score of 3.98 which is 79.6% in the 5 point scale. This score is in the ‘above average’ category (>60%) which indicates that the scores of the intensity of the attitude related conflicts are high for the total respondents with the public and private sectors combined. The indication is that the respondents in both of the sectors are very
much aware of their inner and collective attitude and its components contributing
to conflicts of different types. This finding has far reaching implications as far as
the impact of the conflicts in the respective sectors are concerned. In fact it is the
continuing episode of what has been found out in the previous analysis of potential
sources of conflicts.

(9) This finding has been evolved from the assumption that attitude formation
itself is the process of generation of conflicts in the two sectors. One important as
well as relevant aspect of this finding is that the components of attitude such as
affective, behavioural and cognitive(ABC) has been included in the questionnaire.
Hence, the scores reflect the overall scores of the attitude related conflicts as well
as the ABC related conflicts. Hence it can be concluded that the above average
scores of the attitude related conflicts is in fact the scores of the model of conflicts
in the concerned sectors in which the components of attitude such as affective,
behavioural and cognitive(ABC) are inherent. To put it briefly, the above average
scores for the concerned items indicates that conflicts in the concerned
organizations of the private and public sectors is the scores of the ABC model or
attitude model of conflicts. This finding is the crux of all the findings of this
research as this constitute the base on which the other conclusions of this research
are drawn. In other words this finding illustrated that all types or categories of
conflict behaviour in the two sectors is in fact generating out of the components of
attitude of the concerned parties.

10) There is significant difference between the scores of the public and private
sectors regarding attitude related conflicts or conflict behaviour emancipating out
of attitude components. The observed difference in the conflict level in the two
sectors is slightly contradictory to some of the other findings in which it has been
stated that commonality or common factors are inherent in the two sectors in
generating conflicts. In fact this contradiction and the difference is the two sides of
the same coin in that while commonality exists in the two sectors, it has different
magnitudes. Moreover the structural factors can mainly be attributed to the
difference observed ion the conflict level in the two sectors.
11) The average scores of the attitude related conflict behaviour are higher in the senior level employees followed by senior executives (mean score 4.03, 80.6%), lower level employees and junior executives in the public sector. The standard deviation is also uneven with the senior executives having the highest S.D followed by senior employees, junior executives and lower level employees. The lowest S.D. in the lower level employees shows highest consistency in this category followed by junior executives. This can be attributed to the comparative open communication channels in the public sector for the lower level executives. Senior level executives are entrusted with more responsibilities and they might not have been severely and wholly exposed to the realities of the conflicting situations when compared to the lower level employees and executives.

12) In the private sector, the highest average score for the attitude related conflicts is in the senior employees category (59.4) followed by junior executives, lower level employees and senior executives. The lowest standard deviation is in the lower level employees followed by senior executives, junior executives and senior employees. The indication of the above two findings is that perceived conflicts are very common in all of the categories in the two sectors. Again, the conflict behaviour is generating out of the attitude components such as affective, behavioural and cognitive.

13) There is significant difference between the senior level executives of the private and public sectors in their perception towards attitude related conflicts. This can be attributed to the fact that the private sector senior executives are less vulnerable to the impact of change occurring in the environment due to their adaptive system which in turn related to the strategy for existence in the stiff competition. The public sector senior executives are more vulnerable to the adaptation of change which makes considerable impact in their cognitive and affective components of the attitude functions. The organizational structure in the public sector is less susceptible to operational flexibility in response to the increased competition. This factor evokes the emotional and cognitive components of their attitude more than that of their contemporaries in the private sector. However, both of the categories have comparatively high scores (>70) which
indicates their high awareness on the conflict process prevailing in their respective organizations.

14) There is significant difference between the scores of the lower level employees in the private and public sectors regarding attitude related conflicts. This can be attributed to the differing structural factors of the two sectors including remuneration, experience, size, supervisory style, and inter role dependency etc. still both of the categories have comparatively high scores of attitude related conflicts in their respective organisations.

15) It has been found that the average score for the affective component when all the respondents in the two sectors are taken together is 11.55 with a standard deviation of 0.89. For the public sector alone, the average score is 11.67 with S.D. 0.91. For the private sector the average score is 11.33 (S.D = 0.86). The average score denotes that the two sectors include in the ‘high’ category (>60%) in perceiving the emotional factor in their respective organizations. The indication is that the prevalence of lively emotional sources of conflicts are a common element in the two sectors in Kerala. Incidentally this study about conflicts in the public and private sectors in Kerala also reveals that strong emotionality which is also a potentiality for organizational conflicts still prevails among the categories of the two sectors, though in different contexts. Generally this emotionality can be regarded as a latent factor of Keralites which is manifested in some of the social indices like high rates of suicide, alcohol consumption etc.

16) As far as the cognitive component is concerned, the finding is that the highest average group for the cognitive component of attitude is that of the senior executives with the S.D. of 0.89 and an item average of 3.83 in the public sector. In the private sector also the same category has the highest average score. Senior executives’ category is having the lowest S.D. showing highest consistency. The scores are high in both of the sectors regarding their perception about the awareness level or knowledge level about the internal and external factors that contribute to their attitude formation ending in conflicts. The observation made above can be attributed to the same reasons explained above. The cognitive component score can also be attributed to the comparatively higher educational
level of this category. The remuneration level can also be related to this observation. The index of the high rate of literacy, in Kerala which is also one of the highest in India might particularly have contributed to this observation.

17) Highest average for behaviour component in the public sector is found in the category of junior executives (11.51) with a mean of 3.84(76.7%) followed by senior executives (3.77, 75.46%) and lower level employees (3.73, 74.7%). Lowest S.D. is found in the lower level employees’ category in public sector with a value of 1.00. This indicates highest consistency in the behaviour component exists in the category of the lower level employees in public sector. Highest mean score is noted for junior executives with an average 3.84. As far as the private sector is concerned, highest scoring category is the senior level executives with an average score of 11.27 and item mean of 3.76. The S.D. for this category is 1.09 which is also the highest in the group. This is followed by lower level employees (3.70, 73.06%) and junior executives (3.69, 73.7%). This indicates high score with less consistency in the category. Similarly, the lowest S.D. is associated with the lower level employees with a value of 1.03, showing high consistency in this group with regard to the behaviour component of attitude.

Category wise, the observations of the above analysis frequently contradict with the previous ones. These can be addressed and attributed to the differences in the socio economic, and cultural factors prevailing commonly as well as subjectively in each category and sector. The public sector has more robustness and restrictiveness to changes owing to the limited resources, low issue involvement, and incompetent decision making. (Misbal Islam, 2007). The private sector is characterised by the comparative high receptiveness to change, competent decision making and high flexibility or readiness to change. The above observations can be attributed to these factors. To put it briefly, conflict behaviour is perceived by the majority of the respondents (>70%) in both of the sectors. This finding is absolutely coinciding with the high scores of attitude related conflicts as it is stated in the previous paras. Though attitude related conflicts and conflict behaviour is identical, the former is computed from the overall scores of all the items in the questionnaire ‘C’ while the latter is computed only from the items of the behaviour component.
18) It has been found in this research that there is significant positive correlation between the affective and behavioural components of the attitude of the respondents in the public and private sectors. In the previous studies the interrelationship has already been established, though in different dimensions. As far as this research is concerned, the indication is that the magnitude of the conflict behaviour or conflict outcomes increases with the increase in the emotional functions in the two sectors. The conflict environment is boosted by the feelings of the employees and executives in the concerned organizations. Conflicts are generated from these feelings or emotions. The studies and observations of Rahim and others have been justified in this study also.

19) In this research it has been revealed that there is significant negative correlation between the cognitive and behavioural components of the attitude of the respondents in the public and private sectors. The cognitive component represents the awareness or knowledge perceived by the respondents with regard to particular stimuli or factors. These factors can be in the form of experiences, events, objects and intra personal variables. The magnitude of conflict behaviour is decreased with the increase in the awareness level in accordance with appropriate perception of the concerned individuals in the two sectors.

20) One of the findings of this research is that there is significant positive correlation between the behavioural component of attitude and change factors in the public and private sectors. The indication is that whenever the attitude change of the concerned occurs, there must be some change factors behind it. This factors can be internal or external and subjective or collective. The behaviour emancipating out of this attitude change can be assumed to be the result of these change factors. The previous findings of this study have illustrated that intervening factors of this resultant behaviour are the cognitive and emotional components which are the constituents of attitude. This finding has serious and far reaching implications as far as the focus of this study which incorporates the role of LPG in the conflicts in the concerned sectors. It has also been found in this research that more than 70% of the respondents either strongly or almost agree that change (external or internal) influences the emotional function, cognitive function and behavioural function. Also there is no significant difference between the private
and public sector respondents in their opinion towards the change factor affecting the other components of attitude such as affective, cognitive and behavioural. Obviously the two findings are coinciding and complementing each other.

21) The fruitfulness of all the analyses made so far in this research is the formulation of the attitude model of conflicts incorporating all of the above findings evolved. Incidentally this finding is the backbone of the whole research. The attitude model of conflicts based on the findings discussed so far suggests that conflict behaviour is attitude behaviour itself. Conflict or conflict behaviour is basically generated or formed out of three factors such as emotion or affection(A), cognition(C) or awareness and change. Cognition and emotion are two of the three components of attitude of which the third one is behaviour (B). Hence attitude model can also be termed as ABC model of conflicts. Since the conflict behaviour or attitude behaviour is significantly correlated to the other three components, the relationship is modeled applying multiple regression techniques. The assumption made apart from the above correlations is that there is no internal correlation between the three components when they concurrently function as the constituents or independent variables for determining the intensity of conflicts or conflict behaviour.

The Attitude model of conflicts or conflict behaviour in the public and private sectors is given by the following regression equation, obtained from the above observations.

\[ Y = 3.0457 + 0.218X_1 - 0.0819X_2 + 0.0074X_3 \]

Where,

- \( Y \) = the conflict behaviour or intensity of conflict
- \( X_1 \) = Emotional or affective component involved
- \( X_2 \) = Cognitive component involved.
- \( X_3 \) = Change factor component involved.

3.0457 is the regression constant or \( y \) intercept.
Here the conflict behaviour stands for the outcome or actions involved in the manifestation of conflicts. As it has already been pointed out, it also represents the intensity of conflicts which creates functional or dysfunctional outcomes. The conflict behaviour can also be regarded as the manifestation of conflict handling styles or methods of the concerned parties as it has been found out in the previous studies.

This finding regarding the new ‘Attitude Model of Conflicts’ is absolutely in tune with the previously defined stages of conflict process. The previously defined five stages of conflict process are potential antagonism, cognition and personification, intentions, manifestation or behaviour and outcomes. In the proposed attitude model or ‘ABC Model of Conflicts’ illustrated through the analyses of this research, the stages of the conflict process are change factor or stimulus, cognition, emotion and behaviour. The dynamics of the conflict process is emancipated from the change factor or stimulus in which the concerned parties are subjected to the influence by any change factor(s) or stimulus such as an event, object, idea, thought or experience. The stimuli makes cognitive influence or awareness in the concerned parties subjected to the perceptional differentials. The awareness created by the change element acts a inconsistently with the present pattern of behaviour in accordance with the theory of Curt Lewin. Hence difficulty is perceived by the concerned parties to cope with the change. This perceptional differentials may cause to create emotions resulting in particular conflict behaviours of different intensities. The outcome or actions of the conflict behaviour is directly proportional to the intensity of the conflict behaviour created by the other three components such as cognition, emotion and change as it has been analysed in this research. Moreover all the analyses of this research led to the formulation of the ABC model are based on the data collected through all the questionnaires in general and questionnaire ‘C’ in particular.

In fact the stages in the attitude model represents the previously defined five stages of the conflict process itself. The stages of the influence of change in the awareness level and generation of emotion in the ABC model represent the first two stages of the previously defined stages such as potential antagonism and cognition and personification. Behaviour stage in the ABC model represents the
intentions, behaviour and outcomes in the previous model. Attitude model or ABC model can be considered as the specified form of the previous model because in this model the psychological variable attitude represented by affective or emotional, cognitive and behavioural components take up the key role in the generation of conflicts in organizations. In fact the perception which is another psychological factor is the influencing factor of the cognitive component which makes the way for the emotional and behavioural components of the conflict process. The major difference between the previously defined stages and the stages of the ABC model is that in the attitude model the focus is on the psychological variable attitude of the concerned individuals in generating conflicts in the organizations of the two sectors. The dyadic representation of the conflict behaviour through assertiveness and cooperativeness as it has been put forward by Black, Mouton and Rahim is justified in terms of psychological factors by the Attitude Model. The tripartite view offered by William J. McGuire regarding the three components of attitude has also been justified in the case of the private and public sector organizations in Kerala under study.

This finding makes sense and it is the most significant one as far as the whole research is concerned. The most important implication of this finding is that managing and manipulating conflicts from dysfunctional to functional in the private and public enterprises in accordance with the mission and organizational objectives becomes more viable and materially concrete once the intervening components of attitude are identified.

Analysis of the functional and dysfunctional dimensions of conflicts in the two sectors procured the following findings.

1) The analysis of the emotional intelligence (EI) of the different categories in the public sector has procured the finding that the highest score of EI (EQ) is in the category of senior level executives followed by senior level employees, junior level executives and lower level employees. The standard deviation S.D. is the lowest in the lower level employee category followed by junior level executives, senior level employees and senior executives. It is interesting to note that the high score category of the senior level executives register the highest S.D. denoting the
lowest consistency among the senior executives. The low scoring category of lower level employees registers highest consistency with the lowest S.D. These observations can be attributed to the high educational qualification coupled with the orientation programmes undergone by the senior level executives. The lower level employees are having comparatively low educational qualification and have not been undergone any orientation programmes in this regard as they are not supposed to deliver any kind of supervisory roles.

2) The finding in this research regarding the EQ level of the different categories of the private sector is that the highest scoring group is the senior level employees with a mean item score of 3.55 and S.D. 1.24, followed by senior level executives, junior level executives and lower level employees. The lowest S.D. is noted in the lower level employee category with the mean item score 3.41 and S.D. 1.01, which is incidentally almost similar with that of the public sector. The deviations in this regard may be due to the long years of experience and the sense of leniency and adaptiveness among the seniors with the accumulated experience in their jobs. Their supportive role in the organization due to their seniority, demands for high level of emotional maturity and tolerance making them having the highest EQ group among all. It is seemingly contradictory when compared to the public sector where senior level executives are the highest EQ category. It is also noted that each sector has scored in the above average level(>60).

3) The research revealed the fact that there is no significant difference between the EQ levels of the public and private sectors. Also it has also been found that there is no significant difference between the EQ levels of executives of the private and public sectors. These two findings are illustrative of the fact that almost similar mode of emotional tolerance is observed by the two sectors. The implication is that conflicts are attempted to be managed in the similar fashion in the two sectors.

4) It has been found out in this research that among the five conflict management styles when the two sectors are taken together, the lowest scoring style is ‘accommodating’ with a mean of 3.04. The highest scoring item is ‘collaborating’ with a mean score of 3.38 followed by ‘compromising’ with a mean score of 3.38. The other three styles such as competing, avoiding and
accommodating get an average of 3.114, 3.110 and 3.04 respectively. All of the styles have scored > 60% scores which denote an above average value. The reason for the high score for conflict management styles can be attributed to the changing mind frame of the executives and employees in the scenario of post economic reform period. It is also interesting to note that the second highly scored style is ‘compromising’. This also reinforces the above observation. Accommodating style registers the lowest score. This can be the sign of upholding self concept and historical pattern of responding to social issues or conflicting situations of Keralites in general and the organised sector employees in particular.

Since the collaborating style is strongly associated with cooperativeness (Rahim,2002) the perception of the majority of respondents in the two sectors is that in the conflicting situations collaborating styles are preferred by most of them followed by compromising style. Compromising style is also positively associated with cooperativeness. It has also been found that there is no significant difference between the two scores for collaborating and compromising styles. This finding can be interpreted with the high EQ scores of the majority in the two sectors. At the same time there is a contradiction that the attitude related conflict scores of the concerned categories are also high in spite of the highly perceived collaborative and compromising conflict management styles. This contradiction can be attributed to the proposed ‘Attitude Model of Conflicts’. It is possible that cognition-emotion tradeoff often causes conflicts though the intention of cooperation is adopted by the concerned parties. The cognition-emotion imbalance might be ‘sabotaging’ the intention of cooperation of the concerned parties. This sabotage must be the creation of any of the conflicting parties such as the management, government and the employees. This factor has far reaching implications as far as the performance of the concerned sectors. This ‘emotional sabotage’ arising out of negative emotions and attitude might be regarded as the major factor to be tackled as far as the performance of the two sectors are concerned.

(5) In this research it has been found that the Spearman’s correlation coefficient ‘r’ between substantive outcome (SOT) and conflict management styles (CMS) are 0.44, 0.65, 0.38, 0.25, --0.29 for forcing/competing, collaborating, compromising and accommodating and avoiding respectively. The R² values also
show the same pattern. It can be noted that the collaborating style is more strongly and positively correlated to SOT, followed by forcing, compromising and avoiding. The indication is that the chances for reaching an amicable solution, or SOT for the conflict issue is more possible with the collaborating style, in the private and public sectors, followed by forcing, compromising and avoiding styles. The later two styles are weakly correlated. Avoiding style is negatively correlated to SOT. Hence whenever a conflict issue is neglected there is practically no chance to resolve the issue. Accommodating style is weakly correlated to SOT which indicates that whenever the ‘give in’ policy style or win-lose style is adopted in a conflict issue, the SOT will be less possible, or there are less chances to reach an amicable solution to the issue in the long run as far as the perception of the two sectors are concerned.

(6) The finding of this research is relevant regarding the relational outcome (ROT) with respect to the five conflict management styles. The ‘r’ values for these relations are -0.49, 0.78, 0.21, 0.40 and 0.51 for the five styles of forcing, collaborating, compromising, avoiding and accommodating styles respectively. The negative correlation of -0.49 for the forcing or competing style illustrates that the chances for attaining positive emotional bondage and mutual trust will be negatively affected by the forcing or aggressive style. The strong positive value of ‘r’ between ROT and the collaborating style (0.78) indicates that the chances for building up mutual trust and positive emotional bondage are very high with the collaborating (win-win) style, followed by accommodating, avoiding and compromising styles. An interesting fact is that avoiding style which is negatively correlated to SOT is positively correlated to ROT (r=0.40). The correlation of the conflict handling styles to SOT and ROT in the public and private sectors is perfectly coinciding with the previous findings regarding the attitude model of conflicts and emotional intelligence. Collaborating style or win-win style is closely associated with high level of EQ (Goleman, 1995) while forcing style or win-lose is more identifiable with low level of EQ. In the first case cognitive component takes the advantage whereas the emotional component dominates in the case of low emotional intelligence manifested in the forcing style. The previous findings show that the scores of emotionality and cognition are high in both of the public
and private sectors. The scores of the attitude behaviour or conflict behaviour are also high in the two sectors. Since the emotional and cognitive components are the factor components of attitude, the above three findings confirm that the conflict behaviour or the conflict handling styles are the functions of attitude of the concerned parties as far as the perceptions of the respondents in the two sectors. The very concept of the attitude model or ABC model of conflicts which forms the abstract of this research is justified through these studies.

(7) Some important findings regarding the conglomerate or combination of more than one conflict management styles have been evolved through this study. Multiple correlation coefficient ‘R’ when forcing and collaborating styles taken together is 0.76. This indicates a much higher positive correlation than the individual influence of each of the two values of \( r \). Value of \( R^2 \) is equal to 0.58, which indicates that 58% of the variance in the substantial outcomes are influenced by forcing and collaborating styles taken together. Hence the conglomerate of forcing and collaborating creates more effectiveness in the substantial outcomes of the management of the conflict issue than that of the individual case.

Another finding is that multiple correlation coefficient ‘R’ for the conglomerate of ‘collaborating’ and ‘compromising’ styles with respect to SOT is 0.69 which is significant at 0.05 levels. The value of \( R^2 \) is 0.48 which indicates that 48% of the variance in SOT can be explained by the combined correlation of ‘collaborating’ and ‘compromising’ styles. When, the combined styles of collaborating and compromising styles are adopted for the resolution of the conflict issue, the possibility for reaching at a comfortable substantive outcome zone, will be much higher. If single style of each of the above were adopted, correlation with the SOT would have been much weaker.

In this research, it has been found that The multiple correlation coefficient ‘R’ is 0.67 for the conglomerate of forcing and accommodating styles on the substantial outcomes. This shows a comparatively higher positive value of R between the substantial outcome and the combined conflict management styles, than the individual correlation coefficient value between the SOT and each one of the styles. The value of \( R^2 \) is 0.45 which indicates that the extent of influence by
the combined or conglomerate effect of the forcing and accommodating styles on the substantial outcomes is 45%. Substantive effectiveness increases with the simultaneous application of forcing and accommodating styles. The conglomerate procures more positive and compromising solution of the conflict issues than in the case of individual application of each of the styles.

(8) The finding of this research regarding the conglomerate effect forcing and collaborating conflict management styles on the relational effect (ROT) show that The multiple correlation coefficient of the conglomerate of forcing and collaborating styles with relational outcome (R) is 0.55 which is positive. Though it is higher than the value of forcing style which is negatively correlated when it is taken individually, it is lower than the individual ‘r’ value of the collaborating style. The value of $R^2$ is 0.30 which points out that 30% of the variance in the relational effectiveness is explained by the conglomerate of forcing and collaborating styles. Hence the indication is that the conglomerate of forcing and collaborating style is less effective than individual collaborating style with regard to ROT. However it is more effective than individual forcing style in the private and public sectors in Kerala.

(9) Another finding in this regard show that the combined correlation coefficient or the multiple correlation coefficient of collaborating and compromising styles is 0.34 and the $R^2$ value is 0.116. The indication is that the combined styles of the above two is having the positive correlation of 0.34 which is less than that of the individual collaborating style. The combined effect of the two has no additional effect at all. In fact it lessens the relational effectiveness than in the case of only collaborating style is used The combination explains about 11.6% of the variation in the relational outcome which is marginally low. The conclusion is that the combined style of the two has no additional effect on the relational outcome. It is interesting to note that collaborating style when combined with any other styles is not effective than when it is used individually as far as the relational outcome of conflict issue in the two sectors is concerned.

(10) Another finding shows that for the effect of the combination of forcing and accommodating styles which are perfectly opposite characteristically, the ‘R’ value
is 0.58 which denotes a higher positive correlation than the individual ‘r’ values of the component styles. The relational outcome is very high compared to the individual influence of the component styles. The indication is that more trust and emotional bondage is created between the conflict parties with the conglomerate of forcing style and compromising style. The $R^2$ value is 0.34 which indicates that 34% of the variance in the relational outcome is explained by the duo, in the private and public sectors in Kerala.

In all of the above findings regarding the conglomerate of styles, the justification of the previous findings can be read out. Both substantial outcome and relational outcome are found varying with the conglomerate of forcing – collaborating. Previously the forcing style alone created negative impact on emotional bondage between the conflicting parties. The combined effect of the two registers a positive correlation which is a considerable change for the forcing style alone. However, the combined effect of the two is less than the individual effect of the collaborating style in terms of the value of ‘r’. The inference is that the conglomerate of the two is beneficial for the forcing style at the cost of the collaborating style. Except for the conglomerate of the compromising and collaborating style, other combinations show more effectiveness in terms of ROT. Collaborating style is found to be more effective when it is used individually in terms of ROT. The other two situations have similar observations. This is exactly coinciding with the conclusion of previous studies that “combination of the styles are common in today’s managers who are striving for the maximum on the material harmony and cooperation coupled with emotional satisfaction and strengthened bondage after the resolution process” (Deutsch, 1973).

The no difference observation found in the testing of the hypothesis (5.1) between the private and public sector respondents in terms of EQ can be attributed to the common demographic factors such as academic qualification, income, experience etc. On the two dimensional approach of cooperativeness and assertiveness also (Black & Mouton 1970, Rahim 1992) the above observations are meaningful and appropriate. The forcing style which is having assertiveness only and no cooperativeness at all, is likely to create temporary solutions in the
substantive outcomes such as signing in an agreement for the time being. The negative emotions created such as humility, anger, revenge etc. could create more destructive conflicts in the organizations of the private and public sectors in Kerala.

In the case of the duo of collaborative–compromise also, the assertiveness/cooperativeness factor stands distinct. Both of these styles are characterized by the dyadic representation of the two dimensions in almost equal magnitudes. Cooperativeness dominates the other in respect of the collaborating style. The double effect of cooperativeness coupled with more or less equivalent measures of assertiveness makes the significant positive influence on the conglomerate in terms of the substantive and relational outcomes. In the case of the forcing-accommodating combination also, the domination of assertiveness in one component (forcing) is nullified by the outstanding cooperativeness component in the accommodating style (Fischer, Ury 1981). Positive and increased scope for satisfactory solution and healthy emotional bondage and trust are worked out in the process. As far as this research is concerned, the observations are based on the responses of the private and public sector respondents in Kerala.

Hence it can be concluded by stating that combined styles of conflict management create better outcomes for the conflict issues. It also creates the positive emotionality of trust and affection as bye products, though in varying degrees in the private and public sectors of Kerala.

(11) It has been found out in this research regarding the perception on the unavoidability of conflicts that majority of the respondents(61.15%) in the two sectors are either agreeing or strongly agreeing to the statement that conflicts are unavoidable in organisations. It has also been found that there is no significant difference between the number of respondents in the two sectors regarding the perception on the unavoidability of conflicts in their organizations. Obviously this observation is very much expected especially when majority of the respondents preferred ‘Attitudinal differences’ as the first choice for the potential sources of conflicts. This finding supports the behaviourists’ and interactionists view on conflicts.
In this research it has been found that there is significant difference between the distribution of the executives of the private and public sectors, over the perception regarding the unavoidability of conflicts. There is also significant difference between the manufacturing and service sectors in this regard. Structural factors such as management styles, management policies, organizational culture and personnel policies regarding remuneration and development might have been contributed to this difference between the two sectors. The stabilization process at the different life stages in the two sectors may also be influencing this perception.

The mean scores for the functional conflicts reveal that lower level employees in the public sector have the highest score of 3.95 (79%) for the functional conflicts due to task, followed by senior executives, (3.84) senior employees (3.65) and junior executives 3.28 respectively. The standard deviation is the lowest for the lower level employee group indicating high consistency in the scores. This is followed by senior executives, junior executives and senior employees. In the private sector, the highest scoring category is the senior level employees (4.01, 80.2%) followed by junior executives (3.98, 79.6%) lower level employees (3.90, 78%) and senior executives (3.71, 74.2%). The lowest S.D. is noted for the senior employee group (0.92) followed by lower level employees (0.98), junior executives (1.00) and senior executives (3.71).

It is interesting to note that in the public sector the lower level employee group in the public sector scores the highest followed by the senior level executives which is ironical. This can be attributed to the higher level of cohesiveness in opinions in the lower level group who might be more exposed to trade union activities than other categories. In the senior executive category, the high degree of responsibilities and higher level of professional experience make the difference. In the private sector also there are contradictory observations. The higher level of experience of the senior employees who might have witnessed several conflict situations in the organizational context can be the reason for their highest score. Junior level executives who are more enthusiastic about the organizational processes like conflicts and its dynamics are in the second position.
The finding regarding dysfunctional conflicts is that the category of lower level employees have the highest score (3.88, 77.6%) for dysfunctional conflicts caused by emotions in the public sector. The next highest score is for senior employees (3.81, 76.2%), senior executives (3.62, 72.4%) and junior executives (3.54, 70.8%). The lowest S.D is for the junior level executives (0.95) followed by senior executives (0.95) followed by senior executives (1.02), lower level employees (1.11) and senior employees (1.18). This may be due to the hardships on economic grounds faced by the lower level employees, as they are the lowest paid among the four. It is highly contradictory to note that lower level employees are also the highest scorers for the task based functional conflicts. The indication is that the lower employee group perceives the highest level of good and bad conflicts in the private sector. This can be attributed to the reason explained before.

In the private sector, senior employees scored the highest for the dysfunctional conflicts caused by emotions (3.98, 79.6%) followed by senior executives (3.96, 79.2%), junior executives (3.87, 77.4%) and lower level employees (3.51, 70.2%). The fact that the lower level employees scoring the highest in the public sector, score the lowest in the private sector is ironical. This may be attributed to the fact that the private sector lower level employees are less vulnerable to the awareness of emotional dysfunctional conflicts due to the close supervision that they are subjected to, when compared with those in the public sector. The prolonged experience of the senior level employees can be the reason for the highest score for the functional task conflict and dysfunctional emotional conflicts.

About 69.7% of the respondents agree or almost agree that task or issues can create emotional or personal feelings. It has already been illustrated in the previous findings that emotions are detrimental for destructive conflicts. The indication is that issue related constructive conflicts give way to emotional related destructive conflicts as far as the perception of the public sector respondents are concerned. Krushkal Wallis test shows that there is no significant difference among the frequencies of the four categories in the public sector regarding the interrelationship between the issue conflicts and emotional conflicts. This finding apparently illustrates the fact that in there is immense potential for dysfunctional
conflicts in the public sector in Kerala which is arising out of cognitive or task differences and transforming into emotional differences.

The finding regarding the private sector is almost similar for the private sector. About 70% of the respondents in the private sector perceive that the issue conflicts generate emotional destructive conflicts. Kruskal-Wallis test result shows that there is no significant difference in the frequency distribution of the categories of the private sector on the interrelationship among the four different groups in this regard. Hence the indication is that both of the sectors perceive destructivity generated out of emotions created by cognitive factors or task factors. This finding can also be attributed to other findings in the previous paras in which it has been revealed that conflict behaviour is commonly perceived by the majority of the respondents regardless of the sectors and categories. Hence the reality of the unavoidability of conflicts in organizations, and interrelatedness of functional and dysfunctional conflicts have been revealed through the analysis. These findings necessitate straight addressal and intervention, as it has already been stated.

One important finding of this research is that most of the respondents of the categories of the two sectors perceive that difference in ideas and procedures cause functional conflicts. Moreover, the majority are having the opinion that unlimited emotionality causes destructive conflicts (>70%). It has also been found that the frequencies of the above two opinion holders in the two sectors are associated. Interestingly these findings are followed by another important finding that functional and dysfunctional conflicts are positively and significantly correlated. This result of positive correlation between the affective and cognitive components of functional and dysfunctional conflicts is totally contradicting with the finding in chapter 4 where it has been found that cognitive and affective components are negatively correlated. Though it is seemingly contradictory, it is actually in accordance with the results of previous studies. Previous studies of Simmons & Patterson, (1995) state that cognitive part or the issue/task part is positively correlated to emotional part or dysfunctional part at the low and high levels. At the moderate rate of task /issue, the correlation to the emotional part is negative. (Simmons & Patterson, 1995). Hence the contradiction can be attributed to the
curvi linear properties of the relation between the two components. (Simmons, 1995).

(18) The formulation of the bivariate regression model for the interrelationship between functional and dysfunctional conflicts is another important finding of this research. This regression equation is given by the equation:

\[ Y = 0.793X - 0.428 \]

Where,

\( Y = \) dysfunctional conflict (intensity/outcome) / dependent variable
\( X = \) functional conflicts (intensity/outcome) / independent variable

As it has already been stated functional conflicts are characterised by the positive outcomes due to the cognitive components. Similarly the dysfunctional conflicts are characterised by the negative outcomes due to the emotional component (Guetzhour and Gyr, 1954, Rahim, 2001). The destructivity of dysfunctional conflicts and constructivity of functional conflicts depend upon the intensity of emotional (personal/relationship) and cognitive (issue/task) factors respectively. (Amazon 1996, Jehn, Neale 1999, Rahim, 2001).

Since the intensity or behaviour is denoted by the term conflict, it can be concluded that each of the above attributes of dysfunctional conflicts are determined by subtracting the regression constant value 0.428 from the 0.793 part of the functional conflict attribute values of \( X \), as far as the perception of the private and public sector respondents are concerned. As it has already been stated, this relation is meaningful for the lower and higher values of \( X \) in which case the emotional function is positively affected by the cognitive or issue function. This finding has also far reaching implications because of the fact that most of conflicts in the concerned sectors are either transformed from simple issues or generated in the emotional form itself. While knowing the emotional factor emerging out of the point of difference in ideas or methods management of conflicts can be feasible with minimum resources.

(19) In this research it has been found that the correlation between \( E_1 \) and emotional factors is -0.65 which is negative. This denotes that increase in \( E_1 \)
creates low rate of emotional impact. In a conflict situation, high emotional intelligence rate make low emotional impact which in turn increases the constructivity or functional property of the conflicts in organizations. EI and the cognitive/issue factors are positively correlated (0.73). The indication is that the increase in the EI rate also enhances the cognitive level which is paramount in creating positive outcomes or substantive outcomes in a conflict situation as it has been stated. The conflict behaviour factor is also negatively correlated to EI which indicates that conflict behaviour or intensity decreases with the increase in EI. Interestingly, the above two observations are identical and collinear with the varying nature of correlation between the cognitive factors and emotional factors which is highly context related (Simmons, 1995).

(20) Based on the attitude model of conflicts formulated in this research, the regression model regarding the functional and dysfunctional conflicts in the public sector is also formulated. In this model the correlation between EI factor and other components of attitude has been incorporated. The functional and dysfunctional model of conflicts in the public sector is given by the following equation.

\[ Y = 2.3018 + 0.0488X_1 - 0.8990X_2 + 0.0422X_3 - 0.0296X_4. \]

where,

- \( Y \) is the conflict behaviour or magnitude of conflict outcome manifested through the intensity of conflicts
- \( X_1 \) is the emotional component
- \( X_2 \) is the cognitive component
- \( X_3 \) is the change factor
- \( X_4 \) is the EI factor

It is interesting to note that the cognitive component and EI factor have negative impact on \( Y \) which is the magnitude of conflict behavior in any type of conflicts such as interpersonal, intrapersonal, intergroup and intragroup.

In other words, the conflict intensity itself is manifested through the magnitude of conflict behaviour (Rahim, 1994). Obviously the above equation
emphasises that the emotional component along with the change factor positively escalate the magnitude of conflicts. The escalation of conflict magnitude is critical for dysfunctionality or destructivity of conflicts of any category. Interestingly, it is evident from the above formulation that while the cognitive component and EI component altogether are the promoters of constructivity or functionality of conflicts, emotional component and change factor are accounted for the destructivity or dysfunctionality of conflicts in the public sector.

(21) The regression model for functional and dysfunctional conflicts in the private sector is also formulated in this research. The model of conflicts for the private sector is given by the following regression equation.

\[
Y = 6.4338 + 0.0742X_1 - 0.0267X_2 + 0.0245X_3 - 0.0348X_4
\]

\(Y = \text{Magnitude/intensity of functional/dysfunctional conflict behavior or conflicts in the private sector}\)

\(X_1 = \text{Emotional component}\)

\(X_2 = \text{Cognitive component}\)

\(X_3 = \text{Change component}\)

\(X_4 = \text{EI component}\)

The pattern of the above relationship is almost following the model for public sector. Significant difference is noted for the values of regression coefficients and regression constant. This can be attributed to the distinct perceptual pattern of the private sector categories as it is evident in the responses to the concerned questionnaires. It is clear from the above models that functional and dysfunctional conflicts are manifested in the two sectors in different magnitudes and with similar components and pattern.

(22) The conflict model for executives and employees of the public and private sectors have been formulated in this research based on the attitude model of conflicts. The conflict model for the public sector executives are as given below.

\[
Y = 1.2697 + 0.6439X_1 - 0.1610X_2 + 0.1801X_3 - 0.3773X_4
\]
The conflict model for the public sector employees are as given below.

\[ Y = 1.6450 + 0.0494X_1 - 0.0356X_2 + 0.3003X_3 - 0.1642X_4. \]

The conflict model for the private sector executives are as given below.

\[ Y = 0.2632 + 0.0913X_1 - 0.3494X_2 + 0.2537X_3 - 0.3569X_4. \]

The conflict model for the private sector employees are as given below.

\[ Y = 1.2982 + 0.6502X_1 + 0.1585X_2 + 0.1803X_3 - 0.385X_4. \]

In all of these models Y denotes dependent variable representing functional or dysfunctional conflict behaviour or intensity of conflicts, and X1,X2,X3, and X4 denote emotional, cognitive, change and EI components respectively. In fact these models are the different compositions of the attitude model of conflicts bearing different magnitudes for the values of the independent variables X. Obviously, these values are different due to the perceptual distinctiveness of each concerned category. X values for EI and cognitive factors bear negative sign indicating the negative relation of these factors with conflict behaviour or intensity of conflicts in the two sectors.

(23) In this research it has been found that frustration and role conflicts are positively correlated to intrapersonal conflicts. Frustration is more strongly and significantly correlated to intrapersonal conflicts with the ‘r’ value of 0.61 than that of role conflicts (r = 0.41). The indication is that when the two sectors are taken together, intrapersonal conflicts within the individuals are mainly generated by frustration followed by role conflicts. This factor can be attributed to ‘attitudinal difference’ as it has been revealed by the analyses made in the previous chapter. The frustration factor might be generating from work family conflicts and structural factors.(Beena c. et al, 2004). The so called latent or hidden inner psyche of Keralites with the behaviour pattern of hopelessness and worthlessness which is evident from the high rate of suicide and alcohol consumption might also have contributed to the frustration factor.

(24) The regression model showing the relationship between frustration and role conflicts is one of the most important finding of this research The regression
model relating frustration and role conflicts to intrapersonal conflicts is given by the following equation.

\[ Y = 2.2239 + 0.6988X_1 + 0.2230X_2 \]

Where

\[ Y = \text{Intrapersonal conflict behaviour/ intensity} \]

\[ X_1 = \text{Frustration} \]

\[ X_2 = \text{Role conflicts} \]

This relationship invariably shows the positive correlation between the variables. Moreover it emphasizes that most common sources of intrapersonal conflicts are frustration and role conflicts.

(25) The findings of this research shows that there is strong and significant positive correlation between intrapersonal conflicts and interpersonal conflicts as far as the two sectors are concerned. It has also been found out that majority (>71 %) of the total respondents of the two sectors agree with the statement that intrapersonal conflicts cause interpersonal conflicts. The indication is that intensity of interpersonal conflicts increases with the increase in intrapersonal conflicts. Since intrapersonal conflicts are generated out of frustration and role conflicts, this finding can be reinterpreted that intrapersonal conflict increases with the increase in frustration and role conflicts of the concerned parties. The important implication of this finding is that while managing interpersonal conflicts, the psychological factors of frustration and role conflicts of the concerned parties should be attended first. Managing only the surface factors may not be yielding as far as the substantive and relational (SOT & ROT) outcomes of the concerned conflicts.

(26) One important finding of this research regarding the interrelationship between interpersonal and intrapersonal conflicts is the formulation of the regression equation relating the two. The regression equation is shown below.

\[ Y = 1.5226 + 0.3572X_1 \]

Where \( Y \) is the interpersonal conflict behaviour/ intensity(value)

\( X_1 \) is the intrapersonal conflicts(value)
This regression model clearly suggests that interpersonal conflicts are generated out of intrapersonal conflicts which in turn is generated out of the components of frustration and role conflicts.

(27) One of the important finding of this research is the formulation of the model relating interpersonal conflicts and group conflicts. It is found that 72.60% of the respondents are more or less agreeing that interpersonal conflicts cause group conflicts in the two sectors. The indication is that group conflict is the dependent variable as it is the result of interpersonal conflicts.

The regression equation showing the regression model can be termed as follows.

\[ Y = 5.1976 + 0.0893 \times X1 \]

Where,

Y denotes group conflicts.

X1 denotes interpersonal conflicts.

This finding can be regarded as the consequent Aftermath of the previous finding that interpersonal conflicts are the outcome of interpersonal conflicts. Apparently it can be concluded that the individual psychological factors such as frustration and role conflicts constituting intrapersonal conflicts create interpersonal conflicts in the two sectors. The interpersonal conflicts in turn give way to group conflicts. Generally the conflicts in organizations notwithstanding the type, are evolving out of intrapersonal factors or factors generating out of individual minds. This conclusion is invariably coinciding with the basic finding of this research that ‘attitudinal differences’ is the most important root cause of conflicts in the public and private sectors. This inference is relevant especially due to the previous conclusion about subjective emotional contribution to the dysfunctionality of conflicts. Subjective emotional contribution is exerted through the variables of frustration and role conflicts. Dysfunctionality is more or less a group consequence so far as the organization is concerned (Rahim, 1994). This finding can be taken as the crux of all other findings which bear far reaching implications as far as the organizations of the two sectors are concerned. Moreover
this finding is perfectly confirming the group attitude process in which individual
atitudes are the basic units.

In all of these above findings related to the analysis of functional and
dysfunctional conflicts in the public and private sectors in Kerala, different factors
might be contributing to the distinct features observed for the public and private
sectors. Generally, the peculiar features of EI functions, conflict handling styles,
and vulnerability to EI, and change factors can be attributed to the peculiar features
of each sector. The notable features of flexibility, adaptability, and structural
balance and imbalance of the features of the private sector contributing to these
observations. Similarly, varying mode of structural indifferences, apathy for
adaptation to change, transparency in social commitment and structural flexibility
are the peculiar features of the public sector which are instrumental for the findings
related to it. Variations in the dimensions of the above mentioned factors among
the categories of each sector are also influencing the observations revealed in the
analyses. Relation between the attitudinal components and EI, differentiation
between functional and dysfunctional conflicts, interrelationship between
interpersonal, intrapersonal and group conflicts etc. can be accounted for the
peculiar features of each sector mentioned above.

Analysis of the role of Liberalisation, Privatisation and Globalisation (LPG)
in generating conflicts in the two sectors procured the following findings.

(1) It has been found in this research that there is significant difference
between the two sectors regarding the perception that LPG has created conflicts in
the respective organizations under study. The mean scores of the public sector
and private sector are 3.8 and 3.2 respectively which are above average (>60%). The
inference is that the public and private sector respondents strongly perceive that
LPG has increased the conflict levels in respective sectors. The perception is
higher in the public sector than in the private sector. The significant difference in
means between the two sectors is very much relevant and meaningful. As it has
already been stated, the public sector has its own records in opposing the policies
as a part of the economic reforms such as delicensing, devaluation and
privatisation.
The categories under study such as engineering, electronics, agro based, wood based public utility services etc. have been reported to be having repercussions of the above reforms after 1991. All of these reforms were alleged as a part of the policies for transferring its control to private corporate bodies. The awareness regarding globalisation and its subsidiaries may be moderately high in the public sector than in the private sector. On the other hand the private sector is obviously at the beneficiaries’ end for at least with regard to the new opportunities created during the reformation period, especially in the service sector. In spite of all these factors, the private sector is also having the repercussions of the reforms in terms of job insecurity, increased workload, enhanced targets etc. which can be attributed for its high perception for conflicts due to economic reforms.

In addition to this, the cultural implications of LPG might be influencing both of the sectors which can be also a source of intrapersonal conflict. Moreover, the change in attitude due to the above factors in favour of conflicts might also be a relevant factor contributing to this observation especially when ‘attitudinal differences’ has been pointed out as the most preferred potential source of conflicts in the two sectors.(chapter 4). Hence the difference in means is illustrative of the logic of the stratified sampling followed in this research.

(2) The findings of this research regarding the difference between the means of different categories in the two sectors on the perception that LPG generated conflicts in the two sectors have illustrated that the lower level employees in both of the sectors are considerably differing in their opinion over the issue. As far as the manufacturing and service sectors are concerned, it has been found that both of the sectors bear no significant difference in perceiving conflicts as a product of economic reforms. The awareness regarding the issue is assumed to have been uniformly distributed in these categories. In other words both of these sectors perceive LPG uniformly with regard to its contribution to organizational conflicts. As a matter of fact the ‘no difference’ status of the two sectors reflects their strong contention of perceiving higher level of conflicts due to LPG in the same pattern.

As it has already been stated, the different categories of enterprises in this research in the two sectors such as engineering, electronics, agro based, public
services etc. have reportedly been witnessed conflict manifestations in the form of strikes, layoffs, and shut downs during the period of economic reforms. These factors might have made the respondents perceive that the root cause of these conflicting environment might have been created due to LPG and its policies of marketisation. The supplements of LPG might have made more damage to the core sectors of the manufacturing and service industries as it has been revealed from other studies. The commonality between these two most infected categories can also be derived out of the above mentioned factors.

(3) The findings of this research regarding the correlation between LPG induced conflicts and the variables of marketisation, resilience, agility and competitiveness show that there is a strong and significant positive correlation\((r=0.74)\) between conflicts due to LPG and marketisation. Whenever the magnitude of marketisation increases, conflicts also increases in the two sectors. Similarly there is a strong and significant positive correlation\((r=0.58)\) between conflicts due to LPG and resilience. Whenever the magnitude of resilience increases, conflicts also increases in the two sectors. In the case of agility or forward drive of the economy, there is a strong and significant negative correlation\((r=-0.62)\) between conflicts due to LPG and agility. Whenever the magnitude of agility increases conflicts decreases in the two sectors. The indication is that the increase in the vigour of the economy diminishes the possibility for the generation of conflicts in the organizations. Here the economic vigour represents the macro level vigour which is external to the organization. In other words the forward drive or the dynamic strength of the economy of the state or the nation moderates the conflict level in the two sectors negatively. This may be due to the awareness created by the forward drive that a developing society should be kept away from destructive practices like dysfunctional conflicts.

As far as the competitiveness is concerned the finding is that there is a strong and significant positive correlation\((r=0.66)\) between conflicts due to LPG and competitiveness. Whenever the magnitude of competitiveness increases, conflicts also increases in the two sectors. All of the above relationships can be attributed to the attitude model of conflicts in such a way that the LPG variables play the role of change factors initiating the attitude change in individual minds in
the two sectors. During this process the trade off between cognitive factor and emotional factor may be making the way for conflicts in the organizations.

(4) The LPG model of conflicts formulated through this research is as shown below.

\[ Y = 3.786 + 0.939X_1 + 0.428X_2 - 0.172X_3 + 0.046X_4. \]

Where \( Y \) is the dependent variable denoting conflicts due to LPG.

\( X_1 = \) Marketisation

\( X_2 = \) Resilience

\( X_3 = \) Agility

\( X_4 = \) Competitiveness

All the \( X \) variables except agility (\( X_3 \)) are contributing positively to conflicts. Only agility contributes negatively. The indication is that whenever the values of marketisation, resilience and competitiveness increase, the magnitude of conflicts in the public and private sector organizations in Kerala also increases. When, agility which is the forward drive or vigourness of the economy, increases, the conflict level in the respective organizations decreases. In general, LPG model suggests that the independent variables such as marketisation, resilience, agility and competitiveness together contribute to generate conflicts in the public and private sectors in Kerala.

In fact the attitude model and LPG model of conflicts are mutually saturating parts of a common model of conflicts appropriate for the conflicts in the two sectors in the context of LPG. It has already been found that intensity of conflicts is always a product or function of affective and cognitive components coupled with change factors. Since these two components are the permanent ingredients of conflicts, these two can be added to the conflict model of LPG elaborating it with the existing four independent variables related to LPG. A point to take note in this juncture is that all the change factors mentioned above, act as the elements of attitude change among the individuals. The cognitive or knowledge part in liaison with the emotional part generates intrapersonal conflicts. This in turn paves the way for generating other types of conflicts such as interpersonal, intragroup and
intergroup as it has already been analysed and explained in chapter 4 and 5. Accordingly the starting element of this chain process is the intrapersonal turbulence within the individuals as far as this research on the public and private enterprises is concerned. Hence the corresponding cognitive and emotional factors supplemented by LPG can also be incorporated in the LPG model of conflicts in the public and private sector enterprises in Kerala in order to analyse conflicts in the light of LPG.

Analysis of the impact of conflicts on the efficiency and effectiveness in the public and private enterprises has procured the following findings

(1) One important finding of this research is that that functional conflicts are positively correlated to all of the variables of effectiveness in both of the sectors except for ‘Effective group and individual work’ which is negatively correlated to functional conflicts in the private sector ($r = -0.38$). The general indication is that functional conflicts constructively increase organizational effectiveness (OE). Generally, the important beneficiaries among the components of effectiveness from functional conflicts include quality of decision making, effective communication, motivation for profitability, quality of work life (QWL) etc.. ($r > 0.5$ in both of the sectors.) In the case of public sector, highest value of ‘$r$’ is noted for adaptation to organizational and technological change (0.67). The $R^2$ value of 0.44 suggests that 44% of the variance of effectiveness can be influenced by functional conflicts positively. ‘Effective communication’ bears the second highest value of ‘$r$’ (0.66) with functional conflicts ($R^2 = 0.43$). These findings of positive contribution of constructive conflicts is justifying the previous findings of this study explained in chapter 5.

(2) It is found that in the case of dysfunctional conflicts, negative correlation is indicated for all of the variables of effectiveness in the two sectors. The indication is that dysfunctional conflicts negatively affect effectiveness in the two sectors. Highest ‘$r$’ value in this case is noted for ‘effective communication’ (-0.92) followed by ‘quality of decision making’ (-0.80) in the public sector. The inference is that effective communication channels in the public sector are mostly affected by destructive conflicts mainly nurtured by negative emotions.
‘Quality of decision making’ is the next highest component of effectiveness marred by dysfunctional conflicts. Dysfunctional conflicts are negatively correlated with all of the components of effectiveness in the private sector. As in the case of public sector’ effective communication and information sharing’ is the most affected component by dysfunctional conflict in the private sector(r=-0.87, R^2=0.76) The negativity of ‘r’ values indicates that OE is badly affected by emotional conflicts in the private sector as well. The next highest affected factor of OE is’ Image and branding’ (r = 0.71, R^2 = 0.50). The commonality of the above two observation is that ‘communication’ is the most affected component by destructive conflicts in both of the sectors.

All of these findings are collinear with the conflict theories. The ‘attitudinal difference’ was found to be the major source of conflicts in both of these sectors as stated in chapter 4 and 5. The components of attitude such as cognitive, emotional and behavioural, are derived from the socio economic and cultural environment of Kerala which are common for both of these sectors. To put it briefly, both of these sectors are expressing the commonality in originality with respect to the fundamental dynamics of conflicts and its impact on the effectiveness and efficiency in the light of LPG. This finding is one of the most significant parts of the nutshell of this research, notwithstanding several divergent observations and inferences.

(3) Regarding the impact of conflicts on the efficiency of the two sectors, it is found in this research that in both of the sectors, correlation coefficient values('r' ) are positive for functional conflicts and negative for dysfunctional (emotional )conflicts. The indication is that efficiency is increased with functional conflicts and decreased with dysfunctional conflicts. In the public sector, ‘profitability’ denotes the highest value of ‘r’(r=0.71) indicating the increase in profitability with the increase in issue or functional conflicts (R^2 = 0.50), ‘Adaptive’, ‘ecological’ and ‘efficacious’ dimensions come next in the decreasing order. The negative value of ‘r’ with respect to dysfunctional conflicts indicates the decrease in the efficiency when emotional conflicts are registering the upward trend. Adaptability
to the external environment prevailing in Kerala, and sensitivity of the industrial relations might have contributed to this situation.

Another finding in this regard shows that the private sector is following the above pattern, though the value of ‘r’ is different. For functional conflicts ‘efficacious’ component followed by ‘profitable’ and ‘ecological’ denote the higher values of ‘r’. Eventually, ‘r’ values regarding the dysfunctional conflicts are negative as explained earlier. The highest negative value is denoted by ‘efficacious’ factor followed by ‘adaptive’ and ‘incremental’ factors. The flexibility in adapting to change and decision making, innovation and creativity achieved through globalised technological transfer and professionalized management styles might have contributed to these observations in the private sector.

Almost all of the variables related to the parameters of effectiveness and efficiency have been found to be positively correlated to functional or task conflicts and negatively correlated to dysfunctional conflicts or emotional conflicts, in both of the sectors. This finding is supported by the observations of Rahim and John (1997). A.S. Amason (1996) commented that ‘affective or emotional conflicts affect group performance by limiting information processing ability and cognitive functioning of group members and generating antagonistic behaviour among them’. John postulates, that ‘affective conflict diminishes group loyalty, work group commitment, and job satisfaction resulting in higher level of stress, anxiety and conflict escalation’.

The employees and executives of the public and private sector organizations are exposed to internal and external environments. These environments can be economical and non economical. Both are functioning in the general environment of Kerala with exceptional features of industrial relations and thinking styles. This factor accounts for the similar correlational pattern between conflicts and effectiveness or efficiency. Variations in the value of ‘r’ in both of the sectors can also be attributed to their specific structural and functional factors as it has already been explained.

Testing of the hypotheses has procured the following results.
(1) There is significant positive correlation between the number of public and private sector respondents including executives and employees in ranking the potential sources of conflicts. This shows that uniformity of pattern is observed by the respondents of the two sectors in ranking the potential sources. This can be regarded as the confirmation that transformation from the collectivistic identity to the individual pattern of identity occurs in both of the sectors in a definite proportion.

(2) It has been found that there is significant difference in the frequencies among the four groups of executives and employees of the private and public sectors on ranking the potential sources of conflicts. The difference in the ranking pattern is meaningful and supportive of the fact that while all the categories are positively correlated in the process of ranking, the frequencies are proportionally different as far as the frequencies of the ranking pattern is concerned.

(3) There is significant positive correlation between the affective and behavioural components of the attitude of the respondents in the public and private sectors. The indication is that whenever the affective or emotional component is increased, the conflict behaviour intensity is also increased.

(4) It has been proved that there is significant negative correlation between the cognitive and behavioural components of the attitude of the respondents in the public and private sectors. Whenever the affective or emotional component is increased, the conflict behaviour intensity is decreased. Hence it is confirmed that cognitive function leads to proper evaluation of the conflict issue resulting in lowering the intensity of the conflict behaviour as it has been pointed out in previous studies.

(5) It has been found in this research that behavioural and change factors are significantly and positively correlated. The indication is that the increase in the magnitude of change creates higher intensity in the conflict behaviour.

(6) It has been found that there is significant negative correlation between the cognitive and behavioural components of the attitude of the respondents in the public and private sectors. This finding has particular relevance in the light of other findings related to affective and change factors with respect to behaviour component. While these components enhance the possibility for intensified conflict
behaviour, the cognitive component diminishes the intensity of conflict behaviour. The cognitive component represents the awareness and reasoning function. This finding has immense potential for formulating strategies in conflict management. Previous findings in this regard, as it has been mentioned earlier, point out that cognitive function is negatively correlated to conflict intensity only in the medium level. In the low and excess level of cognition or awareness level, it is positively correlated to conflict behaviour through the emotional variable which is always positively related to conflict intensity. Moreover, these cognition-emotion trade off can be accounted for the destructivity and constructivity of conflicts as it has been found in the previously mentioned findings of this research.

(7) Testing of this hypothesis has procured the finding that that there is no significant difference in the EQ levels of the public and private sectors. This finding is very much coinciding with the earlier ones in that the perceptions regarding the root causes of conflicts is ranked with ‘attitudinal difference’ placed in the first place. This ranking remains same in both cases when the two sectors are taken together and separately. The finding of Jehn (1995) that EQ can be converted from interpersonal level to group level is confirmed here where similar EQ groups manifest similar perceptions regarding the root causes of conflicts as far as the public and private enterprises in Kerala are concerned.

(8) The testing of the hypothesis shows that there is strong and significant positive correlation between intrapersonal conflicts and interpersonal conflicts in the two sectors. The ‘t’ value is significant at 0.05 level. The indication is that intensity of interpersonal conflicts increases with the increase in the intensity of intrapersonal conflicts. This is another confirmation of the results of the previous studies. This relationship can also be explained with the attitude model of conflicts. The frustration and other negative emotions of the intrapersonal conflicts can make the individuals to resort to displacement defense mechanism in which the individual finds his emotional fulfillment with aggressive actions towards other individuals or groups. Hence the theory of displacement defense mechanism by Sigmund Freud and others is confirmed on the testing of this hypothesis as far as the two sectors are concerned.
There is significant positive correlation between group conflicts and interpersonal conflicts in the public and private sectors of Kerala. This finding is significant on the fact that several intra and inter group conflicts like strikes and lock outs in the public and private sector units in Kerala were derived out of simple issues of personal clashes. Eventually these factors are transformed into inter group rivalries and ended in bitter conflicts followed by strikes and lockouts. The displacement defense mechanism and conversion of individual attitude to group attitude as it has been stated by Freud, neo Freudians like Karen Horney, Harry Sullivan and other psychoanalysts, are again confirmed through this finding.

Intensity of conflicts has been measured separately for functional and dysfunctional conflicts in the two sectors. Value of the spearman correlation coefficient ‘r’ has been computed for the relationship between each of the variables of effectiveness and efficiency with functional and dysfunctional conflicts in the two sectors. All the values of ‘r’ has been tested for significance at 0.05 level of significance. It has been found that all the values of ‘r’ are significant at 0.05 level. All the values of ‘r’ of the variables of effectiveness are positively correlated to functional conflicts and negatively correlated to dysfunctional conflicts in the public sector.

In the private sector, all the values of ‘r’ with regard to the variables of effectiveness except for ‘Effective group and individual work’ are found to be positive in the private sector. ‘Effective group and individual work’ is found to be negatively correlated to functional conflicts. All the values of ‘r’ are found to be negative with regard to dysfunctional conflicts in the private sector.

While testing the relationship between conflicts and the variables of effectiveness in the two sectors, it has been found that all the values of ‘r’ are positive for functional conflicts and negative for dysfunctional conflicts. All the values of ‘r’ are significant at 0.05 level. As it has already been explained, the indication is that efficiency increases with the increase in functional conflicts and decreases with the increase in dysfunctional conflicts in the two sectors. Hence findings in this regard are confirmed further through this research in different pattern and context. Both Behaviourist and Interactionist views are in support of
the unavoidability of conflicts in organizations. The degree to which conflicts are occupying in boosting the performance has been kept vague in all of these studies. To a certain extent, the hypotheses in this research points out the distinctiveness of functional and dysfunctional conflicts in influencing the performance in terms of the effectiveness and efficiency of the public and private sectors in Kerala.

8.2 Conclusion

The fruitfulness of this research is focused on the new modeling of conflicts in the public and private sector enterprises of Kerala within the framework of attitude. The Attitude Model or ABC Model Of Conflicts is formulated with the three components of attitude, such as affective(A), behavioural (B) and cognitive(C). These components are coupled with additional factors such as change factors and emotional intelligence of the individuals involved in a conflict issue in the two sectors concerned. Further the conflict model in the light of Liberalisation, Privatisation and Globalisation (LPG) is also formulated for the two sectors based on the attitude model of conflicts. Subsequently separate conflict models for functional and dysfunctional conflicts have also been formulated with subsidiary models for each of the categories of executives and employees in the private and public sector enterprises in Kerala. Relationship between intrapersonal, interpersonal and group conflicts emancipating from the intrapersonal components of frustration and role conflicts has also been established in terms of regression analysis. The impact of conflicts on the efficiency and effectiveness of the two sectors is established in terms of the variables of each of them. The role of LPG in influencing the conflicts in the concerned sectors is explained in terms of the attitude model and the supplementary factors such as change elements and emotional intelligence.

It can be considered that the first preference given to ‘attitudinal differences’ as the most important root cause of conflicts by the respondents of the selected private and public enterprises in Kerala is the fundamental of the formulation of The Attitude Model Of Conflicts. Regardless of the sector or category, majority of the respondents pointed that the difference in attitude generate conflicts in the concerned sectors. All other sources such as communication barriers, task dependency, scarcity of resources etc. are secondary
to attitudinal difference. The indication is that the conflicting parties can bypass all other factors once they assure themselves that they have the mental framework of positive attitude as far as the individual and organizational objectives are concerned. A transformation from the previous outlook of collectivistic point of outlook into the individualistic level of outlook might have been occurred within the individuals throughout the concerned period due to the impact of economic reforms. The policies of liberalisation, privatisation and globalisation might have provided the so called ‘self centred’ or individualistic outlook. The transformed outlook might have caused the individuals to choose ‘attitude’ as the first source in generating conflicts, in the private and public sectors in Kerala. This can be the reason for the revelation of attitude as the prime and foremost source of conflicts in organizations and in the public and private sector enterprises in particular. In fact difference in attitude was there all the time as the main source of conflicts in the enterprises of concerned sectors. A ‘within a person’ approach adopted in this research might have exposed the importance of difference in attitude as the prime source of conflicts in the concerned sectors.

The Attitude Model or ABC Model of Conflicts formulated systematically in this research comprising of the affective, behaviour and cognitive components of attitude together with the change component makes sense as far as the mere experience of any individual or human being is concerned. The role of change factors as the important component of the contributing factors of conflicts together with the component of attitude can be regarded as the critical element in the study of conflicts as far as the public and private enterprises in Kerala are concerned. The emotional and cognitive components which generate attitude behaviour might be originating from any kind of change factors such as events, objects, experiences, individuals or mere delusionary thoughts as far as the cognitive psychological process of individuals is concerned. These factors can be internal or external. Cognitive information or awareness provided from the change factors may create emotions which can be either positive or negative depending upon the intensity or magnitude of the cognitive perceptive process. In either case, the change in attitude occurs as far as the involved parties are concerned, resulting in some kind of behaviour or conflict behaviour. Whenever the emotional component dominates
with negative emotions, dysfunctional or destructive conflicts occurs in the concerned organizations. Whenever the cognitive component dominates within an optimum level, positive level of emotions are created resulting in functional or constructive conflicts. The LPG model of conflicts which has been formulated in this research in the light of Liberalisation, Privatisation and Globalisation is also based on the attitude model of conflicts. This model illustrates that the variables of economic reforms such as marketisation, agility, resilience and competitiveness altogether contribute to the escalation of conflicts in the public and private sectors in Kerala as critical change factors.

The role of emotional intelligence in regulating conflict behaviour and intensity in the concerned sectors has been exposed in this research. It has been found that conflict intensity and behaviour decreases with the increase in the EQ levels of the conflicting parties. This can also be explained in the light of the ABC model of conflicts. The process of self identification and the enhancement of the empathy factor with the identification of others’ feelings create the domination of the cognitive component over the generation of negative emotions in the attitude level of the individuals or groups having high level of EQ. Hence it is feasible to manage conflicts administering the ‘EQ tablet’ in accordance with the ABC model in which emotional intelligence is a component. Another significance of EQ is that it enhances the cognitive level which in turn enhances the constructivity of functional conflicts in the public and private sectors thereby enhancing the effectiveness and efficiency of the concerned enterprises.

Different conflict management styles are also seemingly influencing the conflict levels in the two sectors. Each of the conflict management styles individually and in appropriate conglomerates or combinations influence the nature and magnitude of conflicts in the concerned enterprises. The effectiveness of each of the styles are directly related to the effectiveness of the relational and substantive outcomes of conflicts in the concerned organizations. In all the cases, the fruitfulness of each of the conflict handling styles is in accordance with The Attitude Model of Conflicts since the adoption of each of the styles is solely depending upon the level of emotionality and cognitive awareness. These two factors are the determinants of the constructivity and destructivity of conflicts.
which in turn determine the effectiveness and efficiency of the enterprises in the two sectors.

The interrelationship between intrapersonal, interpersonal and group conflicts established in this research has illustrated the fact that the generation of all of the conflicts in the concerned enterprises of the two sectors is occurred from the unrest, frustration and role conflicts within the individuals concerned. These factors are strongly influencing the cognitive, emotional and behavioural components of attitude of an individual. The ABC Model or The Attitude Model of Conflicts can satisfactorily explain the fact that all the conflicts in the organizations concerned are initiated from mere individual attitude which is influenced by individual unrest, frustration and role friction. When the individual and collective conflicts in the private and public sector enterprises in Kerala in the past are examined, it can be understood that most of the conflicts in the form of strikes, lockouts and other group clashes were mainly originated from the unrest and frustration of single individuals or groups of individuals regardless of the fact that whether these could have logically been justified or not. In almost all of the organizational conflicts it is clear that individual attitude influences the group attitude which ends in the scenario of organizational conflicts. Other sources of these conflicts are either secondary or originated from the attitude of the concerned individuals.

The fact found in this research that functional conflicts enhance and dysfunctional conflicts reduce the efficiency and effectiveness of the organizations in the two sectors is a supportive element of the above findings related to conflicts in the two sectors. Thus, the variables of effectiveness such as quality of decision making, mission achievement, customer satisfaction, capacity for innovation/creativity, adaptation to organizational and technical changes, effective communication, employee attraction and retention, effective group and individual work, quality of work life (QWL), developing partnership and alliances, motivation for profitability and image and branding are found to be benefiting from functional conflicts and negatively affected by dysfunctional conflicts. Effective group and individual work is found to be negatively affected by functional conflicts in the private sector. It is found that constructive conflicts
which are initiated out of positive and controllable awareness and emotions are essential for the growth of the organizations in the two sectors. At the same time destructive conflicts emancipating out of unjustifiable, uncontrollable and negative emotions like anger, jealousy, depression, revenge, fear, cynicism, irrational suspicion, hopelessness, worthlessness, greed etc. are instrumental for negative growth of the organizations in the two sectors.

Throughout the research the methodology adopted had been that one which was centered around the individuals in the respective organizations. This research was focused around the ‘within the person’ base from which all the elements of conflicts in the concerned sectors are expected to be arising out.

As it has already been concluded, the components of attitude such as cognition, affection and behaviour can solely explain the manifestations of above mentioned organizational conflicts and its derivatives. In the matter of constructive and destructive conflicts (functional and dysfunctional) the cognitive and affective trade off makes the impact in the form of the negative and positive outcomes for the conflict functions as it has been revealed in this research. As it has been pointed out by historians regarding the functional conflict led by Mahatma Gandhi through the historical event of Indian Freedom Struggle, attitude dominated by positivity brought out highly rated effectiveness and efficiency in terms of substantive and relational outcomes. Whenever the cognitive factor increases to an optimum level, positivity of the outcome increases resulting in the functional conflicts. Similarly increase in the emotional component to an optimum level creates negative factors of change. Emotional intelligence moderates this process both negatively and positively, in accordance with the magnitude and dimension of cognitive and affective factors. It is interesting to note that while the emotional and cognitive factors are created by the change factors, these two factors themselves create change factors in a reversible and dynamic process. In the case of the public sector enterprises, the tendency of loss making, negative growth, poor industrial relations and low efficiency for most of the past years can be attributed to this negative outcome of emotionality, apathy, anxiety, frustration and the low cognitivity driven vision of poor management and lack of knowledge regarding the economic reality of the state and the nation from the part of the employees,
management and the government. All of these emotional factors are seemingly the manifestation of negative attitude.

In the case of private sector enterprises also, the rejuvenation in the post economic reform period, the declining growth in the pre reform period, the flexibility factor in management decisions along with the anti labour attitude of the neo management tactics can be explained through The Attitude Model’ of Conflicts. Whenever the destructive conflict behaviour was experienced making low productivity, profitability coupled with low efficiency, the excess of negative emotional factors and low knowledge or cognitive factors were contributing to it in the two sectors. The LPG driven conflicts in the post reform period in the concerned sectors are also the outcome of the this attitude factor. LPG was perceived as constructive by some sections and destructive by some other sections due to the particular cognitive or knowledge and emotional factors perceived by the concerned in that sectors.

This research has been made based on the primary data from the enterprises of engineering, electronics, chemicals, textiles, agro based, wood based, public utilities and others in the public and private sectors in Kerala. However the outcomes of this research might be reflecting the perception of all other categories in the concerned sectors since none of the categories selected for this research are in no way independent among a pool of similarly experienced and treated categories especially in the light of economic reforms. The environmental factors or the change factors influencing them is common for all. This fact can also be justified in terms of the attitude model of conflicts as far as the involvement of the emotional and cognitive components under the influence of the change factors such as LPG is concerned. Moreover the categories of enterprises selected for this study in the public and private sectors are of a specimen nature. These are selected for the purpose of being a token for all the categories in the concerned sectors having similar exposure to the internal and external environmental factors.

To put it briefly, negative attitude creates destructive conflicts and positive attitude creates constructive conflicts. As it has already been explained, the experiences of bitter conflicts and negative growth in the concerned sectors can be mainly attributed to the negative attitude adopted by the relevant sections such as
the government, management, employees and trade unions that consist of ignorant and frustrated individuals with low cognitive capacity and high level of negative emotions. With these conclusions, the following recommendations can be put forwarded in terms of this research findings, to the management, employees, government and others concerned in the respective sectors.

8.3 Implications And Recommendations

The findings of this research have far reaching implications for those in the higher echelons of the sectors concerned and the government. These might help them to make appropriate decisions regarding the issue under study which is the matter of understanding and managing conflicts in the public and private enterprises in tune with the achievement of organisational goals and objectives.

The most important implications and recommendations of the findings of this research in the public and private sectors are mentioned below along with proper strategies to be adopted for the same.

8.3.1 Source of Conflicts

Attitudinal differences has been preferred as the most important source of conflicts in the public and private sectors.

Implications

1. Frequent occurrence of conflicts with the possibility of the frequent change in individual attitude.
2. Vulnerability to the impact of conflicts in organizations beyond forecasts and preconceptions
3. Essentiality and urgency of the management of change factors.
4. Enhanced role of personnel management over other factors in conflict management.
5. Essentiality of the assessment of the nature and magnitude of individual emotions.
6. Need for the management of the conversion of individual attitude into group attitude.
7. Need for a conducive organizational culture and climate.

**Strategies**

1. Individualized pattern of emotional monitoring.
2. Monitoring of the internal and external change factors.
3. Assessment of the influence of individual attitude on organizational factors in escalating conflicts.
4. Safe and simultaneous outflowing system for destructive individual emotions.
5. Enhanced and open communication channels for effective interpersonal communication

**Recommendations**

1. Statutory provisions for individual emotional assessment
2. Counseling sessions for emotional setbacks
3. Professional and continuous training sessions for change adaptation
4. Periodical change awareness programmes
5. Societal pathway systems for attaining social feedback and public opinion regarding organizational policies and external change factors
7. Attitude changing and modifying programmes over important issues and environmental changes

**8.3.2 Role of Emotional Intelligence**

Emotional intelligence is found to be positively related to functional conflicts and negatively related to dysfunctional conflicts in both of the sectors. Though the level of EQ is above average in both of the sectors, the level of attitude conflicts are also found to be high in both of the sectors leaving the scope for effective EQ management.
Implications
1. Essentiality of high level EQ management in the two sectors
2. EQ related effectiveness and efficiency

Strategies
1. Emotional intelligence related recruitment policies
2. Periodical assessment of EQ of all the concerned individual

Recommendations
1. EQ awareness building programmes
2. Professional assessment of EQ among different categories

8.3.3 Role of Conflict Management Styles with SOT and ROT

Among the five conflict management styles the highest average score has been noted for the ‘collaborating style’ followed by ‘compromising’ style when two sectors are taken together. The SOT is high with the collaborating and compromising styles. ROT is also higher with the collaborating style and low with the competing style in accordance with the perceptions

Implications
1. Essentiality of the awareness regarding the coping styles and the importance of appropriate SOT and ROT building behaviours.
2. Awareness regarding the setbacks in the conducive environment due to inappropriate conflict handling styles.

Strategies
1. Behaviour modification programmes differentiating the various coping styles.
2. Assessment of SOT and ROT in each conflict events with regard to each styles

Recommendations
1. Personnel counseling sessions for building up appropriate coping styles in accordance with the organizational mission and objectives
2. Personality assessment programmes for ascertaining the required level of conflict handling behaviour.

3. Awareness programmes regarding the adoption of adequate conglomerate of conflict management styles.

8.3.4 Functional And Dysfunctional Conflicts

Both functional and dysfunctional conflicts have been perceived by majority of the respondents in both of the sectors. Functional conflicts increase with the increase in the cognitive or awareness level and decrease with the increase in the emotional level. Similarly dysfunctional conflicts increase with the increase in the emotional level and decrease with the increase in the cognitive level in both of the sectors.

Implications
1. Need for functional conflicts with positive emotions and cognitive level
2. Minimising the dysfunctional conflict level without any negative emotions.

Strategies
1. Emotional intelligence enhancement programmes
2. Assessment sessions regarding the management of functional and dysfunctional conflicts

Recommendations
1. Functional conflicts promotion programmes among the decision making and implementing bodies.
2. Negotiating skill enhancement programmes minimizing dysfunctional conflicts.
3. Statutory provisions for participatory forums
4. Open discussions, brain storming sessions, free expression of ideas and opinions from all the concerned sessions regarding the operational and developmental decisions.
8.3.5 Interrelationship between Intrapersonal Conflicts and Group Conflicts

It has been found that interpersonal conflicts are positively influenced by intrapersonal conflicts. Moreover, interpersonal conflicts positively influence group conflicts in accordance with the perceptions of the two sectors taken together. Hence intrapersonal conflicts indirectly exert positive influence on group conflicts.

Implications

1. Disastrous outcomes for intrapersonal frustration and role conflicts in the organizational efficiency and effectiveness.
2. Dysfunctional organizational conflicts emancipating from the unrest of individuals.

Strategies

1. Individual emotional monitoring system
2. Conflict management at the root level of its generation from the individuals

Recommendations

1. Individual stress release system at on the job basis
2. Effective counseling system for individual grievances

8.3.6 Role of LPG Variables

It has been found that the variables of LPG such as marketisation, resilience, agility and competitiveness influence conflicts. Except agility all other factors affect conflicts positively. Agility or the forward drive decreases dysfunctional conflicts in the organization.
Implications
1. Conflict escalation in the light of economic reforms
2. Increased potential for organisational conflicts with the increase in the processes of marketisation, resilience and competitiveness.

Strategies
1. Change adaptation programmes for the policies of economic reforms.
2. Emotional monitoring system during the implementation of change.
3. Behaviour modification programmes for the adaptation of imminent changes.

Recommendations
1. Technical and structural readjustments prior to the change implementations.
2. Professional and effective grievance handling mechanism for resolving individual grievances.
3. Open awareness programmes regarding the pros and cons of the change factors.
4. Self identification measures for the negative emotional outbursts through open, creative discussion mechanisms in order to enhance cognitive arousal.

8.3.7 Impact on Effectiveness and Efficiency
It has been found that almost all of the variables of effectiveness are positively affected by functional conflicts and negatively affected by dysfunctional conflicts in both of the sectors.

Implications
1. Need for the promotion of functional conflicts
2. Need for keeping the dysfunctional conflicts checked

Strategies
1. Promotional measures for creative ideas and methods
2. Measures for blocking negative emotions arising out of procedural and conceptual Dissonances.
Recommendations
1. Open and participatory forums for discussing different methods and ideas regarding decision making
2. Attitude changing programmes for altering the negative pattern of emotional outbursts.

8.3.8 Attitude Model of Conflicts
Attitude Model of Conflicts or The ABC Model of Conflicts has been formulated in this research in accordance with the findings regarding the prime source of conflicts in the sectors concerned. In this model it has been established that conflict behaviour in a conflicting situation is the behaviour followed by attitude of the participants itself. The intensity of the conflict is the intensity or the magnitude of the attitude behaviour. Since the attitude behaviour is the product or the outcome of the cognitive and emotional component of attitude which is created by the influence of the internal or external change factors, the conflict behaviour or the intensity of conflicts in the organizational context can be termed as the summation of these factors. The condition for this formulation is that all of these factors are measured in the same scale and these factors are independent of each other at the particular point of measurement. These conditions are the conditions of a regression equation itself.

Implications
1. Availability of the measurement tool for the intensity of conflicts in the two sectors.
2. Feasibility for measuring conflicts in the concerned sectors at a given point of time.
3. Feasibility for assessing conflicts in the concerned sectors at a given point of time.
4. Possibility for categorizing conflicts such as functional or dysfunctional in accordance with the intensity of conflicts measured through the model in an adequate scale.
5. Scope for transforming bad conflicts to good dysfunctional conflicts.
Strategies
1. Development of appropriate scales for the attitude model of conflicts.
2. Development of appropriate tools and procedures for The Attitude Model.
3. Attitude manipulation strategies with respect to the cognitive, emotional and change factors in order to change the dysfunctional conflicts to functional conflicts in the desired level and intensity.

Recommendations
1. Sectorwise conflict assessment system with the scales in accordance with The Attitude Model.
2. Adoption of the LPG model too for the assessment of conflicts in the light of the economic reforms.
3. Manipulation of the targets of the efficiency and effectiveness of the enterprises to the desired level through the manipulation of the components of attitude.

All the implications and recommendations are commonly put forward for the two sectors. As it has already been pointed out in the recommendations, LPG model which is the adapted form of the attitude model can also be instrumentalised for the management of conflicts in the enterprises for obtaining the desired level of effectiveness and efficiency, in the light of liberalisation, privatisation and globalisation. The abstract of these implications shows that the manipulation of the cognitive, emotional and change components in the attitude model will enable the concerned in the public and private sectors to acquire the desired level of outputs through the desired level of effectiveness and efficiency. Subsequently the LPG model will contribute to the manipulation of the above outcome in the light of the economic reforms.

8.3.9 Limitations of this study

In spite of advancements and findings, this study is having the following limitations.
1. The perceptions of the respondents have been taken as the sources of primary data, though it could not have been avoided. Despite the administration of the questionnaires with foolproof validity and reliability, chances are there for providing false and manipulated responses by the respondents for a sensitive topic like conflicts in their organizations.

2. Though the bye-products of economic reforms such as liberalization, privatisation and globalization are the in the focus of this study as factors influencing conflicts in the two sectors, more variables in depth regarding LPG have not been included in this research. Methodology in this regard has been adopted in this research without which the study could not have been concluded in the stipulated framework.

3. Regression models developed in this research are based on qualitative data, which might have the above mentioned shortages. It has been assumed in the regression models that there is no interconnectivity or correlation between the factors in these models at a particular point of time and all the variables are measured in the same scale.

4. Conflicts in the two sectors being a sensitive and subjective issue that incorporates confidential information regarding intrapersonal, interpersonal and group conflicts, the whereabouts of the respondents and the names of the respective enterprises are kept confidential. Hence the actual names of the public and private enterprises under study could not be disclosed.

5. Only the most relevant qualitative variables have been selected for representing the parameters like effectiveness and efficiency which are normally immeasurable and inaccessible.

6. Both parametric and nonparametric tests have been used to test the validity of the hypotheses with appropriate distributions.

7. Adapted forms of questionnaires are used for most of the data variables though the reliability and validity have been tested.

8. The general conclusion regarding the conflicts in the private and public sectors have been made in the case of many of the findings only because most of
the findings are of a common and fundamental nature regardless of the sectors and enterprises.

8.3.10 Scope for Further Research

Though this research has been confined to the enterprises of the divisions of engineering, electronics, chemicals, textiles, agro based, wood based, public utilities and others in the public and private sectors, the findings of the research are applicable to all other types of manufacturing and service enterprises in the two sectors in Kerala and in the country. Research hypotheses for the confirmation of the same are needed incorporating all other types of enterprises in the country.

In this research the impact of conflicts on the efficiency and effectiveness has been analysed and established focusing on the perceptual data from the public and private sector organizations. The same can be established analyzing the secondary data from the same sectors. Further research in this regard can expose same facts with different methodology. The intervening variables between conflicts and the variables of effectiveness and efficiency can be broadened through further research.

In this research difference in attitude has been identified as the most important source of conflicts in organizations. The other factors such as communication barriers, structural factors, task dependency, scarcity of resources and different value system also need attention while seeking the root causes of conflicts. According to this research, all other sources of conflicts are secondary to attitudinal differences. It is also assumed that most of all other sources are the bye products of attitudinal differences. The interrelationship between attitude and other sources of conflicts can be exposed qualitatively and quantitatively through further research.

Issue based conflict analysis in the public and private sector enterprises are beyond the scope of this study. Hence issue based conflict analysis has immense potential for further studies as far as the two sectors are concerned. Though the role of conflict management styles in moderating the substantial and relational outcome of conflicts has been revealed, the same has not been incorporated in the attitude model of conflicts. It is evident from the psychological concepts that conflict
behaviours or styles are closely related to individual attitude. Further research can incorporate conflict management styles in the attitude model of conflicts.

To put it briefly the limitations of this research will be the opportunities and scope for further research on the topic of conflicts in organizations.

8.3.11 Contributions Expected

The findings of this research regarding the sources of conflicts, role of emotional intelligence in moderating conflicts, importance of conflict management styles in single and in conglomerates, interrelationship between the components of attitude and conflict behaviour, attitude model of conflicts for assessing the intensity and nature of conflicts, contribution of the factors related to economic reforms to the escalation of conflicts, impact of conflicts on the efficiency and effectiveness of the enterprises and the differential and structural features of functional and dysfunctional conflicts in the public and private sector organizations in Kerala are having immense potential for important decisions regarding conflict management as far as the higher decision making bodies of the sectors are concerned. The government, the management of the concerned organizations in the public and private sectors, trade union leadership, employees and other concerned sections of the society can endorse the abstract of this research regarding the sources and impact of conflicts on the economic and cultural sectors of the organizations in particular and on the country in general.

The crux of this research that positive attitude causes positive growth and negative attitude causes negative growth through conflicts in the private and public sector enterprises in Kerala, can make the above mentioned bodies act accordingly through appropriate and adequate policies, strategies and programmes for the common good. The fact that the past issues that hindered the growth and development of the enterprises in the private and public sectors can be attributed to the negative attitude dominated by destructive and negative emotions of the above mentioned sections, may create new awareness among them for new endeavors with better perception and vision. Moreover, new studies and researches regarding the directions and postulations made in this research may lead to new and creative
findings on conflicts in various organizations apart from that have already been made.

8.3.12 Summary

In this research, findings regarding the potential sources of conflicts have been established with the ‘attitudinal differences’ has been pointed out as the most preferred source of conflicts in the two sectors. Findings on other issues such as role of emotional intelligence in moderating conflicts, role of conflict management styles in single and in conglomerates, and interrelationship between the components of attitude and conflict behaviour have also been evolved. One of the most important outcome of this research is the formulation of the attitude model of conflicts for assessing the intensity and nature of conflicts in the concerned sectors. Findings on the contribution of the factors related to economic reforms, the escalation of conflicts, impact of conflicts on the efficiency and effectiveness of the enterprises and the differential and structural features of functional and dysfunctional conflicts are also added as supplementary to other disclosures and outcomes of this research.

The implications of this research findings are expected to procure important changes among the higher echelons of the sectors concerned. Important decisions regarding the policy matters of managing conflicts in the enterprises with the insight of the importance of individual attitude can bring out considerable and favourable outcomes in the efficiency and effectiveness of the sectors, both economically and non economically. The very purpose of this research is met with its fulfillment through the systematic and professional adaptation of its findings in the quality and content of decision making in the public and private sector enterprises in Kerala. This is exclusively sought as these sectors have been encountered with the issues of that kind for which solutions are indirectly explored through this research. The research report is concluded with this optimism and hope along with the intuition and insight that no findings and conclusions are final in the case of human behaviour. Human behaviour is beyond all forecasts and predictions and is continuously and unexpectedly transformed into new patterns of functional autonomies as it was pointed out by eminent trait theorist and psychologist Gordon Allport.