ABSTRACT

This research study titled ‘CONFLICTS IN ORGANISATIONS AND ITS IMPACT ON THE EFFICIENCY AND EFFECTIVENESS IN THE PUBLIC AND PRIVATE ENTERPRISES IN KERALA IN THE LIGHT OF LIBERALISATION, PRIVATISATION AND GLOBALISATION’ has been undertaken to examine in depth the root causes of conflicts in organizations and the role of conflicts in influencing the effectiveness and efficiency of the private and public enterprises in Kerala particularly within the purview of the economic reforms.

The objectives of the research have been extended to the areas like the most important potential source of conflicts, dynamics of conflicts in organizations, various dimensions of functional and dysfunctional conflicts in the organizations, the role of the policies of liberalization, privatization and globalization in moderating conflicts in the public and private sector enterprises in the state of Kerala. Formulating an adequate model of conflicts incorporating the policies of economic reforms in the enterprises concerned and estimating the extent to which the variables of effectiveness and efficiency are affected by the organizational conflicts are also intended.

The period of the research covers the last decade from 2001 to 2010. The primary data were collected from the executives and employees of the selected organizations in the public and private sector in the state. The main sources of the secondary data supporting the primary data analysis were the financial statements of the state and the concerned units, government publications, and journals and business periodicals. The data collected from the above sources were classified and analysed in accordance with the objectives of the research.

The findings of the research have enabled to conclude that psychological variables like attitude of the individuals mainly and primarily constitutes the potential sources of conflicts. These factors are found to be instrumental for generating other causes of organizational conflicts in the concerned sectors. Since attitude is seemingly the major cause of conflicts in the organizations, the components of attitude such as affective, emotional and behavioural are found to
be playing the key role equalizing the conflict behaviour with that of the attitude behaviour. In other words conflict behaviour is found to be the attitude behaviour itself. The other factors contributing to the dynamics of organizational conflicts in the public and private sectors are change factors, emotional intelligence, intrapersonal factors like frustration, role conflicts etc. The intervening variable of the economic reforms such as marketisation, resilience, agility and competitiveness are altogether found to be the effectiveness and efficiency through the escalation of conflicts in different patterns. The overall conclusion on the findings is focused on the fact that attitudinal factors play the key role in the dynamics of the conflict episode in the concerned organizations.