Chapter – I

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In the era of globalization, every organization has to strive hard for their survival to sustain the market volatility, pressure, understand the needs and to meet the demands of the customer. Every organization shall aim and strive hard to achieve their goals and objectives, improve efficiency, and minimize cost, better utilization of resources. The most important resource in any organization is “Human” i.e. the people of the organization, who contribute for day to day activities and various initiatives in the organization.

The deployment of manpower is across all the hierarchical levels in any organization and is in masses. People come together with different backgrounds, education qualifications and behaviour patterns. These diversified attributes may lead to misunderstandings, clashes and in turn lead to conflict affecting the employee, employer and employer – employee relationship. Since there are various parties involved, it often creates disagreements, due to the needs, interests and concerns and also the perceived threats of each of such individuals/groups.

Managing ‘Human Resource’, is therefore the most difficult job for any manager as compared to managing other material resources viz. machines, raw material, money etc., since human beings think and express their views, thus conflicts may arise due to difference in view points.

Though conflict is a healthy sign for any professional organization, it cannot be stretched too far. Conflicts are inevitable but they are required to be resolved within the framework of rules and regulations or at times even going beyond the boundaries of such regulations.

It is therefore necessary to understand what is conflict, how does it affects the organization and how conflicts can be managed and resolved. The foregoing chapter shall throw some light on the subject and elaborate the terms related to conflict.
1. Understanding Conflicts, Conflict management and Organizational Effectiveness in Manufacturing Industry:

1.1. Understanding Conflict:

Conflicts are an everyday phenomenon in each organization. Conflicts are impossible to avoid, but it is possible to manage them in a way that we recognize the conflict symptoms in time. It is necessary to continuously track the organizational signals, which point to their existence.

In case resolution is not reached in due time, it can lead to a situation where the conflict itself manages the organization. Severe problems mostly manifest in those organizations where the business results directly depend on team work and creativity. Such organisations keep only the results in mind, thereby tending to take care of people and their mutual relationships.

Disagreement which occurs when goals, interests or values of various individuals or groups are incompatible and those people block each other’s efforts for accomplishing goals is called organizational conflict.

Reduction of work performance efficiency, reduced communication among employees, motivation fall and ultimate employees dissatisfaction are only some of the numerous negative consequences of conflict. But the conflict itself does not have to be negative; the majority of conflicts, can in fact, be an excellent ground for accomplishment of better business results, and an impulse for changes and growth of the organization itself.

Due recognition and adequate conflict management processes can lead to series of positive effects like stimulation of creativity and innovation within the company, stimulation of changes towards work quality improvement, reduction of incurred tensions etc. Moreover, in case conflicts lead to constructive changes, they should be encouraged in order to make a good relation among employees based on mutual respect. Sometimes conflicts should be regarded as a resource which enables us constant new learning, new knowledge and a potential growth and development of organization.
The employees directly involved in the conflict often do not have the opportunity to cope with the whole situation or the impact of all elements in the given situation, mostly because of restricted ability for decision-making.

The general assumption is that conflicts tend to have negative consequences for both the individual and the Organisation. For example, for any employee, in an intense conflict situation, his state of mind will be disturbed – tense, uneasy and unable to concentrate on his work. Naturally in such situations, his Performance is adversely affected. Decisions made may not be appropriate. Occasionally, they might even be unrealistic or irrational.

Thus conflicts tend to impair one’s efficiency. Sometimes, conflict is also observed to give rise to certain maladjusted behaviours in individuals trying to cope with it. These include alcoholism, drug abuse, excessive smoking under eating, and extremely aggressive or submissive behaviours.

Apart from psychological & behavioral consequences, conflicts can also have physiological consequences in employees under extreme conditions – such as increase in blood pressure, acidity etc. Collectively the above consequences are detrimental to the organization and hence it is important to understand its implications for Organisational Efficiency.

1.1.1. Conflicts:

a) “Conflict” is the process which begins when one party perceives that the other party has frustrated or is about to frustrate, some concern of his.

b) A colloquial definition is that conflict occurs when 2 people try to occupy the same “Space” at the same time. This space could range from the simple case of Physical space, such as the last open seat on a crowded bus, to psychological space, in which each party believes there are incompatibilities in what each party wants. For example, conflict may emerge when 2 members of a group want to be the most powerful member. (1)
1.1.2. Conflict Management:

Conflict management involves doing things to limit the negative aspects of conflict and to increase the positive aspects of conflict. The aim of conflict management is to enhance learning and group outcomes, including effectiveness or performance in organizational setting. (2)

1.1.3. Conflict Management Styles:

A conflict management style is the pattern of behaviour an individual develops in response to conflict with others such as differences of opinion.

Conflict management style is a “general and consistent orientation toward the other party and the conflict issues, manifest in observable behaviors that form a pattern and share common characteristics over time”. (3)

Researchers have suggested that an individual’s conflict style is a behavioral orientation of how to approach and handle conflict, with individuals choosing a pattern of principles to guide them through the conflict process. These patterns evolve into actions and reactions that become known as their “style”. (4)

Conflict management style has been and continues to be measured by a variety of classifications. Follett (1940) (5) first conceptualized the first five-style classification of behavioral conflict-handling strategies in the 1920’s. Follett reported findings of methods individuals typically use when dealing with conflict: domination, compromise, integration, avoidance and suppression.

Another, one of the first conceptual schemes, for classifying conflict revolved around a simple dichotomy involving either cooperation or competition (Deutsch, 1949) (6). Deutsch defined conflict as incompatible interaction between two individuals, where one is interfering, obstructing or in other ways making the behavior of another less effective. He argued that the dynamics and outcomes of conflict depend upon whether the conflict is handled cooperatively or competitively.
However, doubts were raised over the ability of Deutsch’s (Ibid., p.5) dichotomy to reflect the complexity of an individual’s perceptions of conflict behavior (Ruble & Smith, 1987) (7) and a new two-dimensional grid for classifying the styles was developed by Blake and Mouton (1964). (8) Based on Follett’s (op.cit., p.5) classifications Blake and Mouton (op.cit., p.6) grouped the various styles for handling interpersonal conflict into five types: forcing, withdrawing, smoothing, Compromising and problem solving.

They proposed that conflict is managed in different ways depending on whether the individuals, specifically managers, involved have high or low concern for production and high or low concern for people. By juxtaposing the two dimensions, then, they generated five styles: problem solving resulting from high concern for productivity and people, forcing showing high concern for productivity and low concern for people, Compromising based on moderate concern for productivity and people, smoothing depending on low concern for productivity and high concern for people, and withdrawing representing low concern for productivity and low concern for people.

Thomas and Kilmann (1974) (9) also developed a model for handling conflict that utilizes five styles: Competing, Compromising, Avoiding, Accommodating and Compromising. The Competing style is high in concern for self, which is characterized by a drive to maximize individual gain, even at the expense of others.

This style is in contrast to the Compromising style, which constructs solutions to conflict to meet the needs of all parties involved. The Avoiding style is low in concern for self and disengages from conflict. The Accommodating style sacrifices self-interests to satisfy the needs of others.

Finally, Compromising theoretically straddles the midpoint between cooperativeness and assertiveness, and involves making concessions to arrive at a resolution of conflict.

On the basis of a factor analysis of the items of their Organizational Communication Conflict Instrument, Putnam and Wilson’s (1982) (10) three-conflict management style model divides conflict management strategies into three factors: no confrontation (obliging), solution-oriented (integrating) and control (dominating).
Putnam and Wilson (1982) (*Ibid.*, p.6) state that non-confrontation, or obliging, strategies manage conflict indirectly, by either simply Avoiding disagreements or by minimizing controversial issues. Solution-oriented, or integrating, strategies manage conflict both by searching for creative, integrative solutions and by making compromises. Control, or dominating, strategies manage conflict by arguing persistently for their positions and using nonverbal messages to emphasize demands.

Pruitt (1983) \(^{(11)}\) provided empirical evidence from laboratory studies that there are four styles of handling conflict: yielding, problem solving, inaction and contending.

Based partially on Blake and Mouton’s (*op.cit, p.6*) two level components, these styles were based on a two dimensional model consisting of concern for self (high or low) and concern for others (high or low).

1.1.4. Organization & Organizational Effectiveness:

Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce. \(^{(12)}\)

Organizational effectiveness captures organizational performance plus the myriad internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers, or customers), such as corporate social responsibility.

It further takes reference and elaborates that According to Richard et al. (Richard et al. (2009) - Measuring Organizational Performance: Towards Methodological Best Practice, Journal of Management) \(^{(13)}\) an organization's effectiveness is also dependent on its communicative competence and ethics. The relationship between these three is simultaneous. Ethics is a foundation found within organizational effectiveness. An organization must exemplify respect, honesty, integrity and equity to allow communicative competence with the participating members. Along with ethics and communicative competence, members in that particular group can finally achieve their intended goals.
Organizational effectiveness is an abstract concept and is difficult for many organizations to directly measure. Instead of measuring organizational effectiveness directly, the organization selects proxy measures to represent effectiveness.

As an example from Industry, IBM in its website describes Organizational effectiveness in its business environment as “It's all about enabling workforce adaptability to support the strategic initiatives that drive growth, while quickly responding to changing market conditions. Organizational effectiveness is also about the mechanics behind that agility using collaboration software, social networking and Web 2.0 technologies to make it easier for your people to find, reach and collaborate with each other. Finally, organizational effectiveness helps to improve the management of their Information Technology resources, increase productivity and enhance performance.”

1.2 Impact of Conflicts on Individual & Organization

1.2.1 Positive Impact of Conflict:

- Conflicts have a potential to either positive or negative effects, or both, depending on how it is managed in any Organizational set up.
- Positive Effects of Conflicts enables and encourages new directions and zero based thinking resulting in new learning’s, new knowledge.
- There is impact on the work environment - Conflict generates energy at every level of Human activity – energy that can produce constructive results.
- Conflicts tend to create a focus & also have a motivational value; they drive or energize an individual to tackle a situation in a focused manner.
- Conflicts could also be a self test and reinforcement as it provides an opportunity to test one’s abilities in adverse conditions.

1.2.2 Negative Impact of Conflict:

While the positive effects have been listed above which are very encouraging and beneficial to any work environment, however unfortunately, conflicts comes with its
share of negative impact too. This is the flip side and quite natural as in all other aspects in nature that have both positives and the negatives in order to balance the phenomena.

The following are some of the manifestations, as seen in human behavior:

- Disturbed state of mind of an Employee
- Restless/Uneasiness / Lack of Concentration
- Reduced Efficiency/lack of interest & focus in work
- Increase in Hypertension, Blood Pressure, Acidity & other such medical manifestations.
- Psychological behavioral tendencies which give rise to maladjusted behavior like alcoholism, drug abuse, excessive smoking under eating, and extremely aggressive or submissive behaviours.
- Collective negative manifestations like aggressive behavior with bosses, Insubordination, Go slow, Lock outs, Strikes, Gheraos etc.

1.3. Conflict Management – Recent Past

Conflict management has received increasing attention in the organizational literature during the last two decades because of a shift in attitudes toward conflict in organizations.

The traditional view of conflict as something harmful has changed to a view that sees conflict as a reality of organizational life. S. Robbins (1978) (14) has actually argued that functional levels of conflict are conducive to innovation and higher quality decisions.

There is also a very big and significant flip side to conflicts which needs to be considered. A balanced approach is to see conflicts as having the potential of either positive or negative effects, or both, depending on how it is managed in any Organisational set up.

Conflicts, if regarded as a resource which enables us constant new learning, new knowledge and a potential growth and development of organization. We can observe that
the progress that we have made so far in our civilization is due to the conflict between Man and Nature.

Conflict generates energy at every level of human activity which can produce constructive results. Conflicts tend to have a motivational value; they drive or energies an individual to tackle a situation.

For resolving a conflict one might explore different avenues or alternatives of action, which make him/her more knowledgeable. Often conflicts provide an opportunity to test one’s abilities in adverse conditions.

While successful resolution of conflicts adds to one’s self confidence, unsuccessful attempts, makes one more realistic & resourceful to seek better alternatives and thereby improves one’s skills.

As an example, very often, when we recall past issues and the problems/stress we underwent to manage those issues, now if reviewed seems much easier to handle. They appear much simple and we have the confidence to handle them now. This is due to one’s learning from past and thereby as we mentioned earlier, makes us more confident and knowledgeable.

1.4. Conflict Management in Organization:

Over the years there were times when conflict was perceived in a different ways; For the purpose of the study conflict is classified in two broad categories as:

- Traditional view of Conflict.
- Contemporary human relations view of Conflict.

1.4.1. Traditional View:

Following the traditional view of conflict, it is believed that conflict is something bad, that it is destructive for the organization, and that it should be avoided. It is considered that the sources of conflict are mostly the results of bad communication and lack of trust.
According to this standpoint one should avoid conflict, as well as people who make the conflict, so that the work performance be satisfactory.

1.4.2. Contemporary Human Relations View:

The main differentiating point by human relations view is that, conflicts are something natural which occurs within every organization.

This view is characteristic from the period since mid of this century. It is considered that conflicts should be accepted, and that conflicts eventually can lead to better work performance.

This view more contemporary and relevant in today’s approach to this subject. It is based on the approach according to which conflicts should be encouraged, because they tend to have a positive effect on creativity and innovation by the employees.

1.4.3. Integrating Factors, Differentiating Factors & its Impact on Organisational Performance:

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<tr>
<th>Integrating Factors</th>
<th>Differentiating Factors</th>
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<td>Positive / Negative Impact</td>
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(Figure 1.1)

Figure 1.1 illustrates two factors differentiating factors and integrating factors and its positive impact on the organization. The integrating and differentiating factors are explained in the following text.
The differentiating factors are the aspects of human behaviour or a team in the form of debate, disagreement, conflict etc. and integrating factors are considered as aspects of human behaviour or a team in the form of social integration, communication etc.

Organization can face difficulties in achieving a collaborative approach in case differentiations and disagreements in the organization or negligence of differentiating factors may create unrest, unhealthy atmosphere in the organization. However, focus on integrating factors shall lead to development of Organization, People Involvement, and Employee Satisfaction. Therefore it is at most necessary to focus on both factors i.e. the integrating factors as well as differentiating factors as contributor to organizational performance.

It is important to understand the functioning of complex organization, it is necessary not only to consider the state of differentiation in relation to properties of the environment, but also to understand the functioning of complex organisations, the relationship between differentiation and integration, and how these related to organizational performance.

Ms. Nandini (15) in her thesis addressed and proposed that Top Management Team heterogeneity should be accompanied with both differentiating as well as integrating factors / processes in the team. Previously the attention was paid exclusively on either differentiating aspects like conflict, debate, disagreements or solely integrating factors like social integration, communication etc. and its importance on organisational performance.

In her thesis, Ms. Nandini (Ibid., p.12) stated that sole presence of either task conflict or collaborative conflict management in the team would result in negative impact on organisational performance. She also argued that the heterogeneity present in the top team will manifest itself in the form of task conflict only when managers exercise high degree of discretion while making organizational decisions.

The regression results of Ms. Nandini’s research (Ibid., p.12) revealed that the Top Management Team functional and educational heterogeneity had a positive impact on performance only when moderated by both task conflict and collaborative conflict management mechanisms. At the same time, organization tenure heterogeneity in the top
team had a negative impact on organization performance even when moderated by constructive group processes like task conflict and collaborative conflict management.

Ms.Nandini (*Ibid.*, p.12) also stressed that heterogeneity is manifested itself in the form of task conflict only when it was moderated by the high discretionary levels of managers in the top team. Also, among the determinants of managerial discretion, the personal factors of managers played a more significant role than the organizational factors.

The aspects like internal locus of control, tolerance of ambiguity, aspiration level, power base, and Top Management Team tenure of executives were found to enhance the discretionary abilities of top managers. The environment as a source of managerial discretion was controlled by restricting the study in the software industry, which represents a high discretion environment.

Further she revealed & concluded that the success of the organization depends on the ability of conflict recognition and the very way of conflict management. Conflict management implies integration of all factors which can contribute to conflict resolution, also the Conflict Management Style of the Top Management of the Organisation and the level of Delegation and Autonomy are very significant factors in integrating conflicts in Organisations into positive drives for Organisational Performance and employee satisfaction.

**1.5. Level of Conflicts Vs Organizational Performance**

![Graph showing the relationship between level of conflicts and organizational performance](image)

The figure 1.2 interprets the division on levels A, B, C showing the effects of conflicts on the organization.

Level A: It shows low level of conflicts in organization, which results in low level of organization performance.

Level B: It represents medium level of conflicts which results in high level of organizational performances. Thus conflict is at optimum level.

Level C: If conflicts level rises and reaches at high level, the organizational performance seems to decreases.

From the above figure and model developed by Huczynski A. and Buchanana D, *(Ibid., p.13)* it can be concluded that the organizational performance depends on the level of conflicts i.e. Low medium, high. If the level of conflict is low or high it has a negative impact on both organization as well as on individual. It is also seen in the organization, that the conflicts arise due to various factors like sex, age group, the level of education, workplace, and year of services and realized income, kind of ownership structure.

Conflicts arise where it is linked with collaboration, team work, goals interest or values of individual or group, restricted ability for decision making. Organizational performance also decrease due to reduction of work performance, efficiency reduces when no proper communication among employees. Low motivation, results employee dissatisfaction and ultimate it impact on business activity.

If level of conflicts is at optimum level, the conflicts seem to have positive impact on the organization like stimulation of creativity and innovation within company, stimulation of changes towards work quality improvement, reduction of incurred tension, constructive changes. Thus if conflict are considered as a resource it will lead to new learning, new knowledge and potential growth and development of organization.

Kenneth W. Thomas *(17)* in Journal of Organisational behaviour stated that each organization’s culture has a built-in mind-set about conflict. As a result, different cultures seem to favor different conflict modes.
The prevailing mind-set in some organizations is that conflict is a threat to relationships and team cohesiveness, so people should do what they can to accommodate others’ views and needs. Some organizations view conflict mostly as a potential drain on time and energy, so conflict issues should be avoided whenever possible. Other organizations see conflict as a challenge to one’s credibility and authority, so one need to counter it strongly - that is, take a competitive stand and protect one’s position. Still other organizations see mutual concessions and compromise as the only pragmatic way to settle conflicts.

In contrast, Jack Welch practiced collaboration at GE, championing the usefulness of substantive disagreement in reaching creative decisions. He had inherited a culture that he called "superficial congeniality", in which people didn't tell each other the truth. Like Andy Grove at Intel, Welch recognized that conflict was inevitable in dealing with novel and complex decisions and that conflicting views contained information that needed to be harvested and incorporated into decisions.

For Welch, encouraging candor, listening to conflicting views, and incorporating those views into decisions were all part of making his organization “boundary less”—ensuring the free flow of information throughout the organization. Welch made it unacceptable to ignore or suppress conflicting views. He created 360-degree appraisals, town meetings, and other mechanisms that required managers to take in this sort of information.

Welch also "walked the talk" by modeling the openness he advocated, providing visible examples to help seed the new culture he promoted. While previously business meetings had been carefully scripted to avoid embarrassing the CEO, Welch insisted on unscripted informality and invited questions and candid discussion, encouraging and motivating people.

The paper presented by Welch explored five key elements of a strategy for making conflict management a core competency in an organization: developing conflict literacy, measuring conflict styles, building conflict management skills, involving top management, and using conflict-focused team building and intervention. Welch also summarized that these elements can be applied in a flexible manner, so that they can be adapted to the special conditions and needs of a given organization. Organizations can
focus these elements on issues that have a special priority for them, such as innovation, retention, and productivity. Organizations can introduce them in ways that fit their culture and overall strategy. Organizations can also combine them with other training and team-building initiatives that are already under way - with resulting improvements in productivity, decision making, and employee retention.

1.6. Conflict Management styles

Thomas Kilmann (op.cit., p.6) notes that "social scientists are coming to realize--and to demonstrate--that conflict itself is no evil, but rather a phenomenon which can have constructive or destructive effects depending on its management." Hence, the emphasis has shifted toward an understanding of different styles of managing conflicts.

![Conflict Management Styles of an Individual](source)

(1.6.1. Competing Style:

The Competing Style is when one stresses his / her position without considering opposing points of view. This style is highly assertive with minimal cooperativeness; the goal is to win.)
The Competing style is used when a person has to take quick action, make unpopular decisions, handle vital issues, or when one needs protection in a situation where noncompetitive behaviour can be exploited.

To develop this style one must develop one’s ability to argue and debate, use his / her rank or position, assert his / her opinions and feelings, and learn to state his / her position and stand on ground.

Overuse of this style can lead to lack of feedback, reduced learning, and low empowerment. This can result in being surrounded by “Yes-Men”. People who overuse the Competing style often use inflammatory statements due to a lack of interpersonal skills training.

When overuse is taken to an extreme the person will create errors in the implementation of the task by withholding needed information, talking behind another person’s back (or “back-stabbing”), using eye motions and gestures designed to express disapproval, and creating distractions by fiddling or interrupting. Overuse of this style can be exhibited through constant tension or anger and occasional outbursts of violent temper.

Under use of the Competing style leads to a lowered level of influence, indecisiveness, slow action, and withheld contributions. When the Competing style is underused some emergent behaviors people exhibit include justifying the behaviours, demanding concessions as a condition of working on the problem, threatening separation as a way of making others give in and launching personal attacks.

1.6.2 Collaborating Style:

The Collaborating Style is when the concern is to satisfy both sides. It is highly assertive and highly cooperative; the goal is to find a “win/win” solution. Appropriate uses for the Collaborating style include integrating solutions, learning, merging perspectives, gaining commitment, and improving relationships.
Using this style can support open discussion of issues, task proficiency, equal distribution of work amongst the team members, better brainstorming, and development of creative problem solving. This style is appropriate to use frequently in a team environment.

Collaborating skills include the ability to use active or effective listening, confront situations in a non-threatening way, analyze input, and identify underlying concerns.

Overuse of the Collaborating style can lead to spending too much time on trivial matters, diffusion of responsibility, being taken advantage of, and being overloaded with work. Under use can result in using quick fix solutions, lack of commitment by other team members, disempowerment, and loss of innovation.

1.6.3 Compromising Style:

The Compromising Style is finding a middle ground or forgoing some of his / her concerns and committing to other's concerns. This style is moderately assertive and moderately cooperative; the goal is to find middle ground.

The Compromising style is used with issues of moderate importance, when both parties are equally powerful and equally committed to opposing views. This style produces temporary solutions and is appropriate when time is a concern, and as a backup for the Competing and Compromising styles when they are unsuccessful in resolving the situation.

Compromising skills include the ability to communicate and keep the dialogue open, the ability to find an answer that is fair to both parties, the ability to give up part of what you want, and the ability to assign value to all aspects of the issue.

Overuse of the Compromising style leads to loss of long-term goals, a lack of trust, creation of a cynical environment, and being viewed as having no firm values.

Overuse of Compromise can result in making concessions to keep people happy without resolving the original conflict.
Under use leads to unnecessary confrontations, frequent power struggles, and ineffective negotiating.

1.6.4 Avoiding Style:

The Avoiding Style is when one does not satisfy his / her concerns or the concerns of the other person. This style is low assertiveness and low cooperativeness. The goal is to delay. It is appropriate to use this style when there are issues of low importance, to reduce tensions, or to buy time.

Avoidance is also appropriate when he / she is in a low power position and have little control over the situation, when you need to allow others to deal with the conflict, or when the problem is symptomatic of a much larger issue and you need to work on the core issue.

To develop skills in this style use foresight in knowing when to withdraw, learn to sidestep loaded questions or sensitive areas by using diplomacy, become skillful at creating a sense of timing, and practice leaving things unresolved.

1.6.5 Accommodating Style:

The Accommodating Style is foregoing ones concerns in order to satisfy the concerns of others. This style is low assertiveness and high cooperativeness; the goal is to yield.

The Accommodating style is appropriate to use in situations when he / she wants to show that you are reasonable, develop performance, create good will, keep peace, retreat, or for issues of low importance. Accommodating skills include the ability to sacrifice, the ability to be selfless, the ability to obey orders, and the ability to yield.

Overuse of the Accommodating style results in ideas getting little attention, restricted influence, loss of contribution, and anarchy. People who overuse the Accommodating style exhibit a lack of desire to change and usually demonstrate anxiety over future uncertainties. One of their main desires may be to keep everything the same.
When Accommodating is overused certain behaviours emerge. Some of these emergent behaviours include giving up personal space, making "me" or other victim statements, being overly helpful and then holding a grudge, and speaking in an extremely quiet almost unintelligible voice.

Under use of the Accommodating style can result in lack of rapport, low morale, and an inability to yield. A person may display apathy as a way of not addressing the anger or hurt, and make statements full of innuendo and double meanings.

During the literature review the research paper on conflict management style on team effectiveness in textile sector of Pakistan was also studied and findings were analyzed based on research draft of Shamaila Gull (Corresponding author) Lecturer (Business Studies), Institute of Business & Information Technology (IBIT) University of the Punjab, Quaid-e-Azam Campus, and Lahore, Pakistan (19).

Following were the findings from the study for Textile Industry :-

In the Textile Sector, of Pakistan, the analysis was carried out to check how the different conflict management style has an effect on Team effectiveness.

It was viewed that the conflict management style and team effectiveness as team phenomenon. The study spots a causal relationship of conflict management styles which has an impact on team effectives.

The five style of conflict management i.e. Collaborating, Accommodating, Competing, Compromising, and Avoiding have collectively impact on team effectiveness.

- **Collaborative style** of team effectiveness found to be highly positively associated with team effectiveness.
- **Accommodating style** also depicted a positive correlation with team effectives.
- **Competing style** showed mixed trend with team effectiveness, thus no result was found.
- **Compromising style** revealed negative association with team effectives.
• **Avoiding style** of conflict management portrayed highly negative influence on team effectiveness as majority respondent scored low on team effectiveness.

Also, it was found that **age, gender, income level and designation** have no influences on conflict management style discussed by Nathen Weber (20).

Thus conflicts are indispensible in any team or work environment. In conflict situation every individual as a different ways to deal. It was found that an individual inexpediency and judiciousness in conflict situation can open up new horizon of flabbergasting ideas to achieve excellences in business.

Also from the study it was found that those conflict management style which are Collaborative and Accommodating style, results in high team effectiveness, have boast up the level of trust among members, a sense of harmony, it creates enjoyable work place which facilitates employees to work freely and creatively.

For those conflict style which are Compromising and Avoiding style, they have misunderstandings among team members, which keeps on piling up with passage of time, which eventually results to frustration and demotivation and results in low performance.

Competency based view elaborated by Spitzberg and Canary (21) to the conflict was also studied. The competency based view studied by them viewed conflicts to describe the people managed their disputes. The model was used initially in association to personal relationships.

According to recent studies this model is used for organizational settings. Papa and Canary (22), have outlined features to the competence-based view to conflict which are stated as follows:

- The first feature centers on the impressions of an individual’s communicative behavior, not just the behavior itself. In a conflict, it is important to know how an individual’s behavior is perceived as it can be interpreted in different ways.
- The second feature to the competence–based approach to conflict focuses on two behavioral criteria which is linked to communication quality i.e. appropriateness and effectiveness. Appropriateness refers to “communication that avoids violation of relationally or situationally sanctioned rules, whereas effectiveness refers to communication that achieves the valued objectives of the interactant.”

Canary and Spitzberg (op. cit., p.21) also discovered two appropriateness factor i.e. General appropriateness and specific appropriateness. General appropriateness (also known as situational appropriateness) relates to the evaluation of the individual’s behavior over the whole conflict episode. It focuses on the ability of the individual to conduct a polite conversation and adapt to the situation. Specific appropriateness (also known as relational appropriateness) concerns particular behaviors acted by the individual during the conflict episode. It focuses on to behavior that is generally prosocial and constructive in nature.

A partner’s competence is influenced more by appropriateness than effectiveness while assessments of one’s own competence are determined more by effectiveness than appropriateness.

An individual was seen as sufficing when he is appropriate but not effective. This individual is neither doing anything wrong nor does he obtain valued objectives through interaction. An individual who maximizes is effective but inappropriate as he is able to attain valued objectives but he violates standards of relational preference.

The individual who is both appropriate and effective was one who obtains valued objectives while maintaining the integrity of the interaction. The grid is similar to the conflict styles grid and management styles as postulated by Blake and Mouton (op. cit., p.6)

Competing behavior was found similar to a maximizing orientation where the individual has no care for the consequences to the other person. Avoiding style of conflict management was related to a minimizing orientation where the individual is unable to fulfill his own as well as the other person’s expectations. An Accommodating conflict management style was observed when the individual is very concerned about
appropriateness as compared to fulfilling his interests which is similar to the sufficing response.

A compromise was found to be achieved when the individual seeks a middle path to self and other’s interest. In the Compromising style, a win-win formula is practiced in producing an optimal response. In this “appropriateness ensures that care is shown to the other parties’ interests and expectations, while effectiveness represents a pursuit of self’s interests”.

- The final (3rd) feature of the competence-based approach looked at how the conflict behaviors are evaluated on competence which is linked to relational outcomes. Research shows that perceptions of competence mediate the relationship between conflict behaviors and relational features. This means when two conflicting parties manage a conflict successfully in terms of appropriateness and effectiveness, the relationship between them is preserved in addition to having the conflict resolved.

Integrative tactics were related to competence while distributive tactics have been negatively associated to competence. Avoidance was negatively linked with competence. Integrative tactics are conflict strategies which are cooperative, Distributive tactics are competitive and antagonistic, while Avoidant tactics were observed as attempts to diffuse discussion of conflict.

Dominating style tended to be perceived as inappropriate when used by others but some judged themselves as more effective when using dominating tactics along with integrating tactics. Obliging style was generally perceived as neutral. Some perceived themselves to be less effective relationally appropriate when they used obliging styles. Avoiding style as generally perceived as relatively ineffective and inappropriate while some judged their partners to be more effective and relationally appropriate if they compromised.
1.7. Organizational communication and its importance

Organizations are social units that congregate for production, formed by individuals who have different views and knowledge to reach a common goal. From a wider perspective, organizations are not only in the effort to provide intra-organizational cooperation and common sense for production.

Establishing relationships with the external world and adapt dynamic, competitive and uncertain conditions by strategize the information they gained from their environment and transferred to information processing centers of the organization. Organizational and administrative activities for adapting in and out of organization and information exchange require an effective and functional communication system.

In this context, communication is a vital point of organizations. Organizations that could not create effective communication would stagger like a ship without a steer.

Effective communication helps organizations to strengthen the employees to reach organizational goals. Groups and individuals are connected to an organization with communication phenomenon and organizational structure is constituted through communication.

Shared reality is occurred between members of organization via communication. Communication at organizational degree helps to transfer organizational objectives and goals to employees and intra-organization groups. On the other hand, communication provides sharing organizational values and believes among employees (Demirel, 2009).

Communication in the organization should be transferred from an executive person to another and from an employee to another. When the organizations become bigger and more complex, organizational communication becomes harder and the necessity of organizational communication quality increases (Kalla, 2005).
When communication process is done effectively, employees understand the roles and functions awaited from them and the objective of organization will be well understood. Thus, organizational communication enable to provide support in areas like making team work possible, supporting decision process and eliminating the barriers among departments.

According to organizing form in the organizations, there are three kinds of formal communication. These are - top-down communication that orders, decisions and rules are transmitted in pecking order, bottom-up communication that information and results are transmitted to seniors in pecking order and finally horizontal communication that allows coordination and information sharing among departments (Adler and Elmhorst, 1996)(26)

Effective communication in organizations can simplify successful organizational operations. Recent studies about communication show that communication has positive correlation with many organizational outputs like organizational commitment, performance, organizational citizenship behaviours, and job satisfaction. In contrast, communication failure may cause functionless results like stress, job dissatisfaction, low trust, and decrease in organizational commitment, severance intention, and absence.

1.8. The Concept of Organizational Justice and its Importance

Recently, organizational justice became an important study field in industrial and organizational psychology (Eberlin and Tatum, 2008; Bolat, 2010) (27). Organizational justice is a sophisticated field that has many distinctions and confusing definitions. Organizational justice basically means individuals’ perceptions about moral and ethical procedure.

Organizational justice is important because it has contacts with critical organizational processes like commitment, citizenship, job satisfaction and performance. Also in some studies in literature, it is propound that organizational justice has close relations with leadership style and decision making process (Eberlin and Tatum, 2005; Abu Elanain, 2010)(28).
Employees are becoming more important in decision making processes. Even though employees take more responsibility in configuration of organization’s decisions, it is examined that whether decision about employees are moral or not. In this respect, the concept of “organizational justice” which is referred to as moral distribution of acquisition generated from relations in organization, gradually becomes more important as referred in the European Journal of Social Sciences(29).

Justice notion includes employees’ perceptions about prizes, results, preparation of decision and participation to decision making process. Organizational justice is defined in different ways by different authors. Organizational justice as a notion is protection of accuracy and rightfulness in organization by authority (Pillai et al., 1999)(30).

According to Cropanzano and Greenberg,(31) organizational justice is a perception and considerations about process and results in convenience of organizational implementations. Another definition says that it is a structure that affects job patterns of employees and determines the quality of social interaction in organization with implementations that consists of employee’s distribution of work, wage, rewarding and resting conditions (Dinç and Ceylan, 2008). (32)

It is stated that people’s right and truth perception about organization life, is one of the definitions about organizational justice. In this context, justice principles in a society help to define rights and liabilities between social institutions and people.

Hoy and Tarter (2004) (33) state that general principles about organizational justice can be as follows:

- The equity principle: It suggests that contribution of individual revenue and other earnings gained from the organization should be proportional.

- The perception principle: It states that individual evaluations are effective on creating general justice perception.

- The voice principle: It supposes that the rise on employees’ participation degree would affect justice perception in positive way.
Interpersonal justice principle: It grounds on that basis that respectful, responsive and mature behaviour among people is needed to strengthen justice perception.

The consistency principle: This principle is based on the opinion which is consistency in leader’s behaviours is needed to create a justice perception in lower degree employees.

The egalitarian principle: It highlights the need of making decisions not only for individual acquisitions but also share an organizational mission during the decision making process.

The correction principle: It is about recruitment and correction of bad and wrong decision.

The representation principle: Decisions should be grounded on objective, rational, correct and reliable information.

Ethical principle: Moral and ethical standards should be taken into the consideration about monitoring employees and decisions.

1.9. The Relations between Organizational Communication and Organizational Justice

Uncertainties and obscurities just like in social life, are always seen as a source of suspicion in organizational life. People develop some kind of stereotypes or negative behaviours about the things they do not know or are not informed.

Information means trust and openness as much as it means power. Having open communication channels to reach every kind of information has formative effect on people’s perception and evaluation process about their job lives. Communication in this context is accepted as a/the tool that provides information to organizations for reaching organizations’ strategic targets (Waterhouse and Lewis, 2004).[^34]
Implementing organizational communication that are open and honest, leads employees to feeling themselves reinforced (Dogan, 2006) \(^{(35)}\).

Berger and Calabrese \(^{(36)}\) – considering this fact – state that people are communicating in order to decrease ambiguity. Shapiro, Sheppard and Cheraskin (1992) \(^{(37)}\) think that regular communication develops trust among individuals.

The key concept of communication with its relationship to justice is trust. Communication is a kind of glue that holding employees and organization together and bringing trust. When there is a lack of communication and trust between employees and organization, there is loss of productivity, quality, sale and income.

People have the need of knowing what is going on in the organization, what is their place in it and if the right information reach them in right time or not. This process comes up as a function of effective and powerful communication (Rosen, 1998). \(^{(38)}\)

Rhenman E \(^{(39)}\) mentions about conflicts happening from unsuccessful information exchange and shows that, insufficient information and communication as reasons of these conflicts. If reaching and sharing information is easy in an organization, it is also easy to solve individual and organizational problems.

In one way, communication is sharing information among people. People, who have information about his department, unit, job, applied technique, organizational objective, strategy, policies and intended change, would be more compatible and empathetic. People who are informed constantly and whose opinions’ are considered important behave with drives that he is valuable and he is considered important. (European Journal of Social Sciences – Volume 21, Number 1 (2011) 113) \(^{(40)}\)

Source of self-commitment and powerful loyalty to executives and organization is mostly effective communication. In other words, effective communication is itself an important motivation tool to create fairness and justice perception that increase person’s self commitment.
Applied studies show that in the cases when justice perception is high, employees expose positive attitudes and behaviours increasingly. Nonetheless, organization in which low justice perception is intensive, employees’ performance and inter organizational communication profiles are low, they behave unwilling to adapt organization culture and they found insufficient to reach targets, to have loyalty and to naturalize organization policies.

Concordantly, speed and degree of freedom of communication process lead to evaluation of justice perception in a more free circumstance. Freedom of information flow affects employees’ justice perception positively and derives them to adapt job easily. Justice is in the centre of all humanistic relations. Organizational justice is form of employees’ behaviour, activities and tendencies in an organization. Organizational justice creates a base for strategic thinking and value management and besides it is a/the base of all organizational values and principles. Injustice is the fact that it threatens continuousness and growth which are the most important objectives of organizational life (Chegini, 2009). (41)

In order to be effective in organizational communication, management should make employees believe that it interacts with all employees equally. Managers should interact with all employees equally, communicate with them voluntarily, listen to subordinates’ problems and suggestions and show that he is ready to solve problems; Bad news like rejection of a suggestion or evaluation of a performance very low when it may not lead employees develops unfair justice perception and distrust to managers. (42)

Nonetheless, good communication may lighten or remove this kind of negative and reverse reactions. On the other side, if there is an emotion arising from perceived injustice or experiences or communication tactics about injustice, these communication tactics and trust may affect trust without having relations among each other. For this reason, communication tactics, in a particular form or perceived procedural justice or both of them, may create an effect on a particular form of trust (Yamaguchi, 2009). (43)

Communication in an organization consists of one of the most important parts of organizational processes. Effective communication not only causes successful implementation of exchanging and settlement processes, but also positive organizational
perceptions among employees. Perception of distributive and procedural justice, support more job satisfaction and performance enhancement (Gupta and Kumar, 2010).

1.10. Application of Conflict Management Styles & Conflict Resolution

Managers need to know about the conflict styles and be aware of their personal preferences; the goal is to develop skills in all of the styles so that you can mold conflict into a constructive form.

Conflict can be used to help expose important issues, develop learning and creativity, and can help to develop trust and openness. Once the managers understand their styles then can view conflict management through five interrelated issues: source issues, strategy issues, context issues, reaction issues, and power issues.

Conflict Modes Based on Thomas Kilmann Tool

![Conflict Modes Based on Thomas Kilmann Tool](http://edbatista.typepad.com/edbatista/images/2007/01/Thomas_Kilmann_Conflict_Modes.jpg)


Source issues in teams can result from individuals having different values, beliefs, and perceptions of self-interest. Team members can have conflicting goals and priorities, contrasting methodologies, different perceptions of events, and disparities in the distribution of work.
Strategy issues arise when people don’t have the skills to choose the appropriate conflict management style. Conflict can escalate when incompatible potential solutions to conflicts have not been analyzed and when there is no acknowledgement of the importance of the issue to individual team members.

Context issues are concerned with where and when the conflict is taking place, which includes culture, environment, and the history of the conflict. Conflict will escalate because of context issues when there is a loyalty to a specific sub group within the team, or when one member feels they must support friends within the team; this creates factions or polarized subgroups.

Another context issue that can be cultural is when the team members admire or tolerate displays of anger or stubbornness; this can result in conflict escalation.

Reaction issues involve the emotions being expressed during the conflict. An example of a reaction issue is when team members see themselves as under attack. Conflicts can escalate when one or more team members perceive they are losing the conflict.

Power issues usually involve resources such as money, time, knowledge, skill, information authority, legitimacy, and networking issues. Conflict escalation occurs in this context when there is a lack of authority to restrain hostile behaviour.

Recognizing the different aspects of a conflict and the different manners in which conflict escalates allows you to deal with situations more effectively. When a conflict has high intensity and detrimentally effects the entire team the plan should be to narrow the issues down to specific issues so it can be resolved.

1.10.1 Conflict Resolution:

Conflict resolution can be regarded as any process that resolves or ends conflict via methods which can include violence or warfare. Alternatively, it can be viewed as a non-violent process that manages conflict through compromise, or through the assistance of a third party who either facilitates or imposes a settlement or resolution.
Conflict resolution processes are many and varied and can be seen on a continuum ranging from collaborative, participatory, informal, non-binding processes (such as mediation, conciliation, third party negotiation) to adversarial, fact-oriented, legally binding and imposed decisions that arise from institutions such as the courts and tribunals (Boulle, 1996)\(^{46}\)

Typically, non-adversarial practices such as mediation, negotiation, arbitration and conciliation are practices which have been associated with conflict resolution or alternate dispute resolution (ADR) procedures rather than adversarial institutions such as courts and tribunals where a settlement is imposed on the disputants by an external authority. In contrast mediation, conciliation or negotiation is activities that facilitate communication between participants who are seeking to resolve their differences in a cooperative way.

Some commentators such as Wertheim, E., Love, A., Peck. C, Littlefield, L. (1998), Fisher and Ury (1996)\(^{47}\) believe that the key to resolving conflict is to focus on interests rather than positions, which is the solution, one party seeks to impose on another. Burton (1986, cited in Tidwell, 1998)\(^{48}\) have argued that resolution between two parties in conflict can only occur when "relationships have been re-examined and realigned."

1.10.2. Forms of Conflict Resolution \(^{49}\)

Conflict resolution is broadly classified in two forms –

a) Distributive Conflict Resolution

- Winning through the use of negative behaviors
- Disagreement to prevent others from reaching their goals
- Serves personal needs and goals at the expense of others
- Conflict as WIN – lose.

b) Integrative Conflict Resolution

- Foster cooperation and shared solutions
- Modifying ideas, bargaining for an acceptable.
- Compromise.
- Search for solutions and provide support for others.
- Cooperative and not mutually exclusive.
- Objective is to share values, highlight common.
- Objectives, and help achieve consensus.

Different authors have commented about various approaches to conflict management. Besides the five typical approaches and strategies on conflict management and 2 forms of conflict resolution which we have illustrated and explained, it is important to point out that Top Managers who are representatives of the Management, by using their experience have to constantly develop the ability to keep their Conflict Management Style versatile and use the appropriate style based on the context. The approach & style should be **Situational.**

### 1.11. Logical analysis and reasons for selection of subject matter

The Researcher has been in the Human Resources function for over 21 years. He has worked in various capacities starting from a front line Industrial Relations job profile, to the current position of Asia Pacific HR Director in a large MNC.

During the last 21 years of his career, he has worked and seen conflicts in various contexts and in different magnitude ranging from violence to strikes. His career exposed the extremely stressful working conditions as in Bihar/Jharkhand areas and also in extremist naxalite areas. Later in his career, he also experienced sociologically driven conflicts pertaining to “sons of soil” issues and also other such Union related conflicts.

The above exposure of the researcher and his ability to successfully steer and safeguard the organizational interests and at the same time work on win-win solutions, created a desire to study and work on the subject of conflict management and align it with an academic perspective.
In the Proposed Research proposal, it was felt that the earlier research by Ms.Nandini (op.cit., p.12) elaborated in literature review, has its limitations of study in Software Industry only and its findings can get Validated in Manufacturing Industry also, along with the other hypothesis that we have.

Researcher was interested to see and analyze the impact of third party, its sociological escalation in the local community and its influence. It was also interesting to analyze the approach of employees, whenever third party influence is experienced during conflict situations in manufacturing industries which are usually located in rural or semi urban locations.

As stated earlier, researcher had an experience of more than two decades in the field of Human Resource and so was curious to statistically relate the experiences faced by him in his work during in his tenure in many manufacturing locations across India.

Further, he strongly believed and was of the opinion that Age of an employee has nothing to do with conflict and conflict resolution which thought to prove statistically in his study.

Researcher also believed that even after technological up-gradations and new innovations in technology, human element is a vital element for improved organizational efficiency.

Conflict management, no doubt, is a structured subject with many theories. However, at the practical level in managing Conflicts in manufacturing Industries in India, he felt that many non-conventional approaches are used by Managers to successfully resolve conflicts.

Hence, the researcher felt it relevant and useful to collate all the practical interventions and approaches to Conflict Management, Intergroup Behaviour, and Organizational Effectiveness into a systematic process and made an effort to statistically establish and validate certain Hypothesis.

Therefore, based on his practical exposure to different conflict situations, and desire to study working on the subject of conflict management from a non conventional and
practical perspective aligning it with an academic perspective, following topic was chosen for the study.

Accordingly, this research took shape under the guidance of Dr. (Capt).C.M. Chitale, who could see a great potential for a useful research, which is very relevant to the Industries.

1.12. Review of Literature

The study reviewed various literature on conflicts and articles on this subject. Some of the relevant literature is commented here. Mr. Amarendra Bhusan in his article “Conflict Behavior in an organization” (50) analyses the good and bad of conflicts in an organization, and some of the dynamics and outcomes of Organizational conflicts.

The Ph.D Thesis summary of Ms.Nandini (op.cit., p.12), shows research on Organizational performance, considering the effect of both positive aspects of conflicts and also the negative aspects in the role of Top Management.

She has mentioned that Top Management Team heterogeneity studies have focused their attention either exclusively on the differentiation aspects of the team like conflict, debate, disagreement, etc. or solely on the integrating aspects of the team like social integration, communication etc. Thus, according to her, one reason why past research on Top Management Team heterogeneity has shown conflicting results may be because research in the past paid no attention to include both differentiation and integration aspects as moderators of the effect of Top Management Team heterogeneity on firm performance.

The research of Ms.Nandini (Ibid., p.35), addresses the issue by proposing that Top Management Team heterogeneity should be accompanied with both differentiation and integration processes in the team to yield benefits to the organization.

The study argues that the heterogeneity present in Top Management Team will manifest itself in the form of Task Conflicts only when Managers exercise high degree of discretion while making Organizational decisions. Thus Top Management Team
heterogeneity will have positive impact on Organizational performance when it is moderated by Task conflict & Collaborative conflict management process. This research drew data from 213 top managers across 41 companies from the Indian Software Industry.

In the another study titled, an Examination between the Relationships of Conflict Management Styles and Employees’ Satisfaction, by Kim Lian Lee (Corresponding author) Faculty of Management & Information Technology, University College Sedaya International, Malaysia the study examined the relationships between conflict handling styles and subordinates’ satisfaction with supervision.

Data from 139 respondents from major industries in Malaysia including service, manufacturing, mining and construction demonstrated that subordinates were more satisfied with their superiors’ supervision through their exercise of integrating, Compromising, and obliging styles. On the other hand, subordinates who perceived their superiors as primarily utilizing dominating and Avoiding style viewed them as incompetent in supervision and thus lowering their level of job satisfaction.

Dr. Nadine Campbell Ph.D., from University of Western Sydney in her study titled Conflict, Stress and the Workplace, illustrates the coalescence of interpersonal, interpersonal, intra group and intergroup dynamic with it the context of work by making clear distinctions between positive and negative stress that can impact on the health of individuals in the workplace.

In particular, the debates surrounding individual and organizational factors are examined to better determine the level of stress experienced and the resulting psychological, physiological and behavioral symptoms. Two types of conflict were examined in this article: Relationship conflict and Task conflict. Relationship conflict exists when there are interpersonal incompatibilities among group members, which typically includes tension, animosity, and annoyance among members within a group.

Task conflict exists when there are disagreements among group members about the content of the tasks being performed, including differences in viewpoints, ideas, and opinions.
Mr. Rex C. Mitchell, Ph.D. in his article Constructive Management of Conflicts (Opp.4) in Groups speaks of various Conflict Models and modifications to the Thomas model (1976). He also considers that Conflicts occur in cycles or episodes. Each episode is influenced by the outcomes of previous episodes and also influences future episodes.

Thomas and Kilmann (op.cit., p.6) developed a useful model of conflict response modes. They categorized a person’s orientation in two dimensions: the person’s emphasis on satisfying his or her own concerns and the emphasis on satisfying the concerns of the other. This scheme is used to describe ways that group members and leaders behave in response to conflict, thus providing a helpful tool for facilitating resolution of conflicts.

Thomas and Kilmann (Ibid., p.37) defined five dominant orientations or modes of dealing with conflicts - Competing, Accommodating, Compromising, Compromising and Avoiding. For the current study, it was found to be a very relevant model and has used the Thomas Kilmann tool in the questionnaire and analysis thereafter.

A study by Mr.Kim Lian Lee, from Faculty of Management & Information Technology, University College Sedaya International, KL, Malaysia, titled an Examination between the Relationships of Conflict Management Styles and Employees’ Satisfaction, has been referred in the International Journal of Business Management. (Opp.5)

This research analyzed in general the distribution of conflict handling styles, and its consequences in terms of subordinates’ satisfaction with superior supervision in Malaysian companies.

The conflict management styles were also found to be associated to an individual perception’s of the source of conflict style. Superior who was perceived to exercise dominating style tends to exercise greater management control – giving little opportunity for the subordinate to be personally responsible for a meaningful portion of his/her works.

In assessing the effectiveness of the various influence means, the results suggested that integrating, Compromising and obliging should be emphasized to ensure subordinates’ satisfaction with supervision.
Dominating style should be minimized in any influence attempt except in situations that call for such approach, such as time of crisis or low performance.

The study and subject matter has depended on available literature UOP Library, in the websites which are subject based and also referred to the websites of Educational Institutes offering e-research facilities such as Indian Institute of Management, Calcutta.

1. 13. Nature and Scope of Research

The researcher as mentioned earlier has a long association with manufacturing companies in various levels in the hierarchy. Hence, due to his confidence in the subject based on his exposure to various conflict situations, the Researcher has oriented his study to Manufacturing Companies primarily in Western India but has also included some Companies in North (NCR) Region & few in South of India.

It is common knowledge that in India, Proprietary firms are mostly managed by the individual owner and he / she manages all the functions. Most of the decisions are taken by the Proprietor and instances of conflict in such environment is minimal as he would ease out such persons who are in disagreement with him or such persons may themselves move out on their own in order to avoid any direct conflict with the proprietor, he being the final authority being the owner.

The dynamics in such firms are quite different and usually the structure is such that the functional competence gap between the proprietor and his next level and further below levels are very steep. The style of management is, usually by giving “Instructions” and strategy “Is driven by the Proprietor”.

Delegation is minimal as most decisions are taken by the Proprietor. Further, it was felt that the employees in such organizations may not be very open to share the real situation.

Hence, it was decided to get data from professionally managed companies, and therefore
should only focus on data collection from Private Limited, MNC’s and Public Limited Companies only. It is expected that these companies have systematic data and have systematic approach in the respective organization.

This research project aims at evaluating influence of Organization Conflict Genesis with attributes like Conflict Resolution Process, Employee Involvement in Decision Making, Age of the Employee, Involvement of External Consultants, Influence of Third Party and External Forces and Freedom of Expression so as to create or achieve Positive Outcome from Conflict, Employee Satisfaction and Improved Organizational Effectiveness.

1.14. Limitations of the Research

The concept of Conflict was very sensitive given the nature of subject research. It rested on the perception of the identified respondents and their perception, attitude, beliefs, opinions.

Further, it was important from the study point of view to have appropriate questions which the respondents were willing to disclose and share.

The universe of the study being very large say almost infinite, it was not possible to collect the data from all the Organization’s.

Researcher had to resort to sampling techniques given the constraints of availability of time, geographical constraints, and willingness of the respondents to share information.

Conflicts are integral part of any organization and organizations large or small, were very sensitive to Conflict Resolution Methods, and had hesitation when sharing information related to conflict management.

Accordingly, based on the experience of the researcher, defined the objectives and Hypothesis of the study that would not be seen as intruding into the Business facts or details of participating Organisations.
This would eliminate all issues of confidentiality and the respondents would be open to share such details that are not business specific data.

To make research comprehensive and more meaningful, it was decided to include some salient variables, which have potential to influence and understand the Organizational Conflict Genesis within the organizations.

The following diagram depicts the scope of this research project. All the above variables used in the diagram are assessed through different scales and specific assessment tools for such purpose.

**Organizational Conflict Genesis**

(Figure - 1.5)

The ensuing chapter on Research Methodology will elaborate and dwell deeper into the subject.