

Case

Exploring the Predictive Power of Demographic Factors on Conflict Management Styles of Individuals: A Study of Moserbaer Photovoltaic Ltd

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Abstract

History of conflict is deeply rooted in the very existence of human beings on this planet. This phenomenon can be observed and felt in every aspect of our life be it personal, professional, political, international (state and country conflicts) conflicts for border and power or environmental. Workplace conflict is one of the key issues to be addressed and managed so as to get the desired results. To get the functional outcome and resolve the dysfunctional conflicts is the key to employee performance and organizational effectiveness. Therefore organizations are turning their focus from conflict resolution to conflict management so as to harness the positive effects of conflict. The purpose of the study was to explore the extent to which various selected demographic variables play a predictive role for the conflict management strategies of employees in Moserbaer Photovoltaic Ltd. A demographic instrument was developed to measure the independent demographic variables viz. age, gender, work experience, family type and marital status. Rahim Organizational Conflict Inventory – II (ROCI-II) (Rahim, 1983), a 28 item measure of conflict-handling styles was used to measure the dependent variable viz. conflict handling styles of the employees. The study was conducted in Moserbaer Photovoltaic Limited, Greater Noida. The sample was drawn from managerial positions of the organization using convenient sampling design. The sample size

constituted 25 employees from managerial positions of the organization with a diverse demographic profile. The sample however could have only three females out of the total 25 due to less number of female workers being employed in the departments targeted. Most of the respondents were from purchase, production planning and control or broadly from the supply chain function of the organization. The data analysis was done by using frequency distribution and one way ANOVA. The findings of the study indicate that gender do predict the compromising and dominating conflict handling styles. Also marital status would predict if the employee will use avoiding conflict handling style. Obliging and integrating styles are not associated with any of the demographic variables selected.

Keywords: Conflict, Conflict Management, Demographic factors.

Introduction

Organizations are changing their outlook and behavior in the recent times to handle the challenges of technological advancements, cultural diversity, competition from international players due to globalization, customer's demands in terms of quality and to innovate for sustainable development. Today's organizations are shifting their bureaucratic structure to a more lateral structure, thereby an increasing use of work teams in the organizations. The work team based structure leads to more empowerment and decision making being delegated to the work teams. The group dynamics in such self managed work teams is quite complex and one very important dimension that determine the effectiveness of work teams is conflict. Also the competitive and challenging work environment in organizations is increasingly becoming richer in terms of conflict than ever thus leading to issues like diversity, hostility and complexity. Workplace conflict is one of the key issues to be addressed and managed so as to get the desired results. Many a times it is found to be a costly process for organizations across countries. Some of the costs are explicit and other being implicit. Explicit cost of conflict is visible in the form of negative impact on performance and effectiveness of employees and other hidden cost can be the effect of conflict on various organizational processes like decision making. (Newstrom and Davis 1993).

The research indicates the positive aspect of conflict as well whereby the functional outcomes are also associated with some specific types and degree of conflict. To get the functional outcome and resolve the dysfunctional conflicts is the key to employee performance and organizational effectiveness. Therefore organizations are turning their focus from conflict resolution to conflict management so as to harness the positive effects of conflict. Conflict management training is another key area gaining momentum among other issues of importance for organizational development. Organizational changes and organizational development are being developed as separate key functions in the organizations due to which changes are becoming a part and parcel of the organizational functional on a continuous basis. Employees are affected by any kind of change in structure, technology or people and so they resist, thus leading to conflict between the various levels of the organization. So, in light of above picture of the organizations, the present study suggest that if organizations want to realize high performance work teams, they need to understand the factors that effect conflict handling styles of their employees and base their strategic HR decisions of manpower planning, job description, recruitment, selection and training on this understanding of factors effecting conflict management strategies of individuals.

Literature Review on Conflict and Conflict Management Styles

History of conflict is deeply rooted in the very existence of human beings on this planet. This phenomenon can be observed and felt in every aspect of our life be it personal, professional, political, international (state and country conflicts) conflicts for border and power or environmental. The various academic disciplines have been focusing on this complex rhetoric for a number of decades now. Psychology has developed its own theoretical approach to understand and define conflicts in the social context with a special focus on interpersonal conflicts experienced by individuals in different situations. Political sciences as a discipline have its own theoretical understanding of conflict in terms of intra and inter state conflicts with

a special focus on civil wars, conflicts over natural resources. Sociologists view conflict with reference to class and status conflicts as various levels. Economists take a technical stand and visualize and deal with the conflict phenomenon through game theory and decision making. Conflict is an inevitable facet of our everyday lives. Conflict exists in many forms in a man's life viz. Man vs. Man, Man vs. Nature, Man vs. Self, Man vs. Society and Man vs. Supernatural.

Conflict is a common organizational process since people compete for jobs, resources, power, acknowledgement, and security. Conflict is intrinsic to the life and dynamics of teams. The term 'conflict' has no single clear meaning. Different scholars have defined conflict in various ways that has led to a lot of confusion.

(Blake, 1963) defined conflict as "an awareness by the parties involved of discrepancies, incompatible wishes, or irreconcilable desires."

Rahim, 1992 defined conflict as an "interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities".

In general it is said that conflict is a perceived incompatibility of interests and is often caused by a misalignment of goals, motivations, or actions between two parties that can be real or only perceived to exist. Researchers have attributed different meanings to the term conflict and a single clear as consensual definition is not there. A lot of confusion is created because of the pervasive nature of conflict in all aspects of human life. To our concern, the focus is mainly on workplace conflict and the factors affecting the conflict handling styles of the employees.

Existing literature on conflict has highlighted different types of conflict. M A Rahim, pioneer in the area of conflict management has classified conflict in two ways in his book "Managing conflict in organizations": (i) on the basis of its sources or (ii) the organizational level at which it originates.

On the basis of source i.e. antecedent conditions that lead to conflict, it can be classified as substantive conflict, affective conflict, conflict of interest, values, goal conflict, realistic vs. nonrealistic conflict,

institutionalized vs. non institutionalized conflict, retributive conflict, misattributed conflict, and displaced conflict.

Organizational conflict can be classified as intra-organizational i.e. conflict within an organization or inter-organizational i.e conflict between two or more organizations.

On the basis of levels at which conflict occurs, intra-organizational conflict can be classified as interpersonal, intrapersonal, intergroup and intragroup conflict.

Pondy (1967) delineates three general types of organizational conflict episodes: bargaining conflicts, bureaucratic conflicts, and systems conflicts. Bargaining conflicts are based on differing interests and discrepancies over demands of shared, scarce resources. Bureaucratic conflicts exist because of the vertical hierarchy in organizations and arise because superiors attempt to control subordinates and the subordinates resist. Pondy bases bargaining conflicts in differing interests over shared resources and bureaucratic conflicts in power and personal autonomy issues. Systems conflicts, linked to administrative issues, reflect lateral conflicts among employees at the same level, which are based on problems of coordination.

Salami, Samuel O. (2009) in his paper “Conflict Resolution Strategies and Organisational Citizenship Behaviour: The Moderating Role of Trait Emotional Intelligence” investigates the predictive role of conflict resolution strategies of the superiors and the moderating role of trait emotional intelligence (EI) on the organisational citizenship behaviour (OCB) of the subordinates. Respondents for the study were 320 public servants who were randomly selected from five states in Southwestern Nigeria. The findings of the study indicate that forcing and withdrawing conflict resolution strategies are negatively associated with OCB while the confronting, compromising, and smoothing strategies significantly predict OCB.

Henry, O. (2009) in his paper “Organizational Conflict and its effects on organizational performance” focuses on unearthing the various types of conflict, its causes and the effects it has on organizational performance. Paper highlights the positive and negative effects of

conflict on organizational performance and indicates compromising and mediation as the most common strategies for conflict resolution so as to enhance organizational effectiveness.

Sabna Mukhtar, M. N. Habib (2010) in their paper “Private Sector Managers Approach to Conflict Management: A Study of Relationships between Conflict Management Styles and Personality Type” examines the nature and strength of the link between conflict management styles and personality type. The results of the study indicate a strong linkage between personality type and the approach of conflict resolution.

O M Hotepo et al (2010) in their paper “Empirical Study of the Effect of Conflict on Organizational Performance in Nigeria” investigate the effect of organizational conflict on organizational performance. The research is done in some selected service organizations of Nigeria and results indicate that limited resources is the major cause of conflict and conflicts have both negative and positive effects on organization, but when managed properly, the positive effects can be used to encourage organizational innovativeness and build cooperation among the employees.

Mazaheri, Ebrahim Basil et al (2011) in their paper “The impact of pre-existing attitude and conflict management style on customer satisfaction with service recovery” examines the role of pre-existing attitude and conflict management style in determining customer response to service failure. The results of indicate that conflict management style do impact the customer satisfaction with service recovery efforts. The pre-existing attitude toward the company also influences the customer"s interpretation of a service provider"s conflict management style.

Baillien Elfi, et al (2011) in their paper “The relationship between the work unit’s conflict management styles and bullying at work: Moderation by conflict frequency” investigates the relationship

between the work unit's conflict management styles and bullying at work. The results of the study indicate a weak relation between the two factors but the relationship between these factors is moderated by the frequency of conflict.

Conflict resolution first gained professional interest in the 1960s due to research conducted by Blake and Mouton (1964). Blake & Mouton, 1964, made the first attempt to identify the various conflict resolution strategies and identified four distinctive conflict resolution strategies based on two dimensions: Concern for meeting one's own interests, and concern for meeting the other's interests. By mapping the two concerns on the "Managerial Grid," five discrete styles for resolving conflict resulted: smoothing (high concern for people and low concern for production); withdrawing (low concern for both people and production); compromising (medium concern for production and people); problem-solving (high concern for production and people); and forcing (high concern for production versus low concern for people).

Blake and Mouton's dual concern theory led to development of several conflict resolution theories and the four most prominent being Hall's (1969) Conflict handling styles; Rahim's (1983) Conflict management styles; Renwick's (1975) model and Thomas and Kilmann's (1974) five styles for handling conflict. While the labels provided for each conflict style vary among instruments (e.g., smoothing is also known as accommodating, obliging as yield-lose), the general principles of the grid (people concerns versus production needs) and basic descriptions of the styles appear very similar.

So, similarly there is a plethora of literature underscoring the various constructs of conflict and conflict management (H. Park, D. Antonioni (2007), Rahim, M.A. (2002), Jehn, 1995; Amason, 1996, Roloff (1976), Walton R. E (1969) Esquivel M A (1996), Goldman, A. (1994), H. Park, D. Antonioni (2007), Balay (2007). Many researchers have also tried analyzing conflict management in relation to the various job related outcomes like job satisfaction, organizational commitment, organizational identification and job involvement.

Purpose, Research Questions and Significance of the Study

Need for the study

On The basis of the reviewed literature, there seems to be a lot of work has been done with respect to measuring conflict and conflict management strategies but the factors that affect the choice of an individual's conflict management strategy still need to be explored and studied and the present study is an attempt to fill this gap.

Objectives of the study

The purpose of this study is to determine the role of selected demographic variables in the choice of conflict management strategies of the employees. This study is an attempt to understand the relationship between various demographic factors as an independent variable and conflict handling styles of employees as a dependent variable. Specifically, the objectives of the study are:

1. To examine how various demographic variables viz. age, work experience, gender, family type and marital status relate to differences in choices of conflict management strategies.
2. To understand and explore how employees deal with the day-to-day interpersonal conflicts and giving suggestions for organizational processes like Recruitment, Selection, and promotion process.

Significance of the study

Rationale behind this research is to understand and explore how contemporary managers deal with the day-to-day intragroup conflicts. The past research has focused a lot on conflict management strategies but examination of the individual choice of the strategies is still lacking. In light of above mentioned gaps and organizational practices there seems to be a significant need for understanding the

nature of conflict and exploring the role of various demographic variables on the choice of conflict handling styles of employees in Indian context.

Research Question and Hypotheses of the Study

The research question addressed in this study was: “What is the relation between the demographic variables like age, gender, marital status, work experience, and family type of employees with Conflict Management strategies?”

Several hypotheses that have been evolved from the research question are as follows:

H1: Selected Demographic variables viz age, gender, marital status, family types and work experience do not predict the compromising conflict handling strategy.

H2: Selected Demographic variables viz age, gender, marital status, family types and work experience do not predict the integrating conflict handling strategy.

H3: Selected Demographic variables viz age, gender, marital status, family types and work experience do not predict the obliging conflict handling strategy.

H4: Selected Demographic variables viz age, gender, marital status, family types and work experience do not predict the avoiding conflict handling strategy.

H5: Selected Demographic variables viz age, gender, marital status, family types and work experience do not predict the dominating conflict handling strategy.

Methodology

Sample

A predominantly quantitative approach was adapted for this study. The Present Study is a sample study and conducted in Moserbaer Photovoltaic Ltd., Greater Noida. The universe of the study is all employees of MBPV Ltd. at managerial levels and the unit of study is one employee of MBPV Ltd. at managerial level. MBPV Ltd was

contacted to gain permission to distribute the questionnaires. The sample was drawn from managerial positions of the organization using convenient sampling design. A sample of 25 employees from the managerial positions of the organization received the questionnaire. Since, the number of employees at managerial level is limited; the sample size taken is 25. The sample however could have only three females out of the total 25 due to less number of female workers being employed in the departments targeted.

Data Sources

For this study primary data as well as secondary data is used. The primary data was collected by researcher personally conducting a field survey. The secondary data available in print form and various online databases were also used.

Instruments and tools for data collection

Two research instruments were used in the study, a conflict management styles instrument ROCI-II given by M A Rahim, 1983 that measured the five conflict handling styles and a demographic questionnaire to measure the demographic characteristics of the respondents.

The Rahim Organizational Conflict Inventory–II (ROCI–II) is a 28 item questionnaire measuring conflict management styles and designed to measure five independent dimensions of the styles of handling interpersonal conflict: Integrating (IN), Obliging (OB), Dominating (DO), Avoiding (AV), and Compromising (CO). The instrument contains Forms A, B, and C to measure how an organizational member handles her (his) conflict with her (his) supervisor, subordinates, and peers, respectively. The five styles of handling conflict are measured by 7, 6, 5, 6, and 4 statements, respectively, selected on the basis of repeated factor and item analyses. An organizational member responds to each statement on a 5–point Likert scale. A higher score represents greater use of a conflict style. The present study made use of Form B of ROCI-II to measure the conflict handling styles of respondents with their

subordinates. ROCI-II is used due to its wide application and the proven reliabilities being reported in the 1983 Professional Manual (ROCI-IIPM) Rahim, 1983. The internal consistency reliability coefficient was assessed using Cronbach alpha, Spearman-Brown Reliability, Guttman Lambda and Kristof's Unbiased Estimate of Reliability and the coefficients were found to be satisfactory. The test retest and Cronbach alpha reliabilities of ROCI-II were also favorably high when compared to similar instruments.

Demographic data regarding age, gender, marital status, family type and total years of experience are included in the demographic questionnaire.

Procedure

The data was collected by making four visits to the organization and then getting the questionnaires filled by 25 employees at the managerial level in purchase, production planning & control and production department of MBPV Ltd., Greater Noida.

Research Variables and Operational definitions

The dependent variables measured in this study are the five independent dimensions of conflict management style, identified in Rahim and Bonoma's A Two-dimensional model of the styles of handling interpersonal conflict. These five styles which are measured by ROCI-II, are Integrating (IN), Obliging (OB), Dominating (DO), Avoiding (AV), and Compromising (CO).

The independent (predictor) variables in this study are selected demographic characteristics of the employees' viz. age, gender, sex, marital status and family type.

Operational Definitions of the key variables

Demographic variables: Demographic variables are the socio-economic characteristics of the people like age, education, income, gender, marital status, religion, occupation etc. For present study we will be exploring the 5 demographic variables: Age, gender, family, marital status and total work experience..

Conflict: Conflict is a basic and dynamic process underlying the various organizational processes that lead to a state in which goals or behaviors of one individual are incompatible or challenge the achievement of goals or behaviors of other individual(s).

Conflict Management Styles: Conflict Management Styles are the different ways of dealing with conflict. Different models given by various scholars have given different words for them but for our purpose we will use M A Rahim’s Conflict management styles viz. Obliging, Integrating, Avoiding, Dominating and Compromising.

Data analysis

The quantitative data collected was subjected to various statistical analyses. Frequency distribution and one way ANOVA is used for hypothesis testing. Statistical analysis was performed using SPSS (ver.12).

Results

Demographic Profile

The demographic questionnaire included five demographic variables viz. age, gender, marital status, family type and total years of experience. The frequencies of the demographic profile of the employees can be seen in tables below:

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35 years	11	44.0	44.0	44.0
	35-45 years	14	56.0	56.0	100.0
	Total	25	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	22	88.0	88.0	88.0
	female	3	12.0	12.0	100.0
Total		25	100.0	100.0	

Maritalstatus

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	married	21	84.0	84.0	84.0
	single	4	16.0	16.0	100.0
	Total	25	100.0	100.0	

Familytype

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Nuclear	16	64.0	64.0	64.0
	Joint	9	36.0	36.0	100.0
	Total	25	100.0	100.0	

TotalExperience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 10 years	11	44.0	44.0	44.0
	10-20 years	14	56.0	56.0	100.0
	Total	25	100.0	100.0	

As can be seen from the above tables, the respondents were more in the age group of 35-45 years (56%) as compared to 25 – 34 age group (44%). The sample employees had more number of males (88%) and less females (12%). It is also evident from the frequency tables that maximum of the respondents were married (84%), while 16% were unmarried respondents. Also most of the employees have nuclear families (64%) as compared to joint families (36%).The respondents have diverse work experience and the percentage of respondents below 10 years of experience is 44 and between 10-20 years of work experience is 56%.

One Way ANOVA

Primary hypothesis testing employed one way ANOVA. To find out if the selected demographic variables predict the five conflicts handling styles F values are calculated. One way ANOVA is done to find out the mean difference on each of the five conflict handling styles measures as a function of the selected demographic variables.

1. ANOVA for Compromising-conflict handling styles as a function of the five demographic variables.(Table1)

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Sex	Between Groups	2.140	9	.238	7.133	.000
	Within Groups	.500	15	.033		
	Total	2.640	24			
Age	Between Groups	2.993	9	.333	1.575	.210
	Within Groups	3.167	15	.211		
	Total	6.160	24			
TotalExperience	Between Groups	2.493	9	.277	1.133	.399
	Within Groups	3.667	15	.244		
	Total	6.160	24			
family	Between Groups	1.843	9	.205	.784	.635
	Within Groups	3.917	15	.261		
	Total	5.760	24			
marital	Between Groups	1.360	9	.151	1.133	.399
	Within Groups	2.000	15	.133		
	Total	3.360	24			

Notes: * $p < .05$

Interpretation: The results of table 1 clearly indicate that significance level of age, experience; family type and marital status are greater than .05. So, the null hypothesis could be accepted for these four demographic variables and rejected for gender. The results thus emphasize only gender predicts the compromising conflict handling styles and other four demographic factors viz. age, total work experience, family type and marital status do not have any predictive association with the compromising style.

2. ANOVA for Integrative-conflict handling styles as a function of the five demographic variables.

.(Table2)

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Gender	Between Groups	.411	8	.051	.369	.922
	Within Groups	2.229	16	.139		
	Total	2.640	24			
Familytype	Between Groups	1.429	8	.179	.660	.719
	Within Groups	4.331	16	.271		
	Total	5.760	24			
Age	Between Groups	2.079	8	.260	1.019	.461
	Within Groups	4.081	16	.255		
	Total	6.160	24			
TotalworkExp	Between Groups	2.746	8	.343	1.608	.199
	Within Groups	3.414	16	.213		
	Total	6.160	24			
Maritalstatus	Between Groups	.381	8	.048	.256	.972
	Within Groups	2.979	16	.186		
	Total	3.360	24			

*Notes: * p < .05*

Interpretation: The results of table 2 clearly indicate that significance level of age, experience; family type, marital status and gender are greater than .05. So, the null hypothesis could be accepted for these all the five demographic variables. The results thus emphasize that all the selected demographic factors viz. gender, age, total work experience, family type and marital status do not have any predictive association with the integrating style.

3. ANOVA for Obliging-conflict handling styles as a function of the five demographic variables.(Table3)

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Gender	Between Groups	.807	10	.081	.616	.777
	Within Groups	1.833	14	.131		
	Total	2.640	24			
Familytype	Between Groups	2.727	10	.273	1.258	.337
	Within Groups	3.033	14	.217		
	Total	5.760	24			
Age	Between Groups	1.693	10	.169	.531	.841
	Within Groups	4.467	14	.319		
	Total	6.160	24			
TotalworkExp	Between Groups	2.360	10	.236	.869	.579
	Within Groups	3.800	14	.271		
	Total	6.160	24			
Maritalstatus	Between Groups	1.527	10	.153	1.166	.386
	Within Groups	1.833	14	.131		
	Total	3.360	24			

Notes: * $p < .05$

Interpretation: The results of table 3 clearly indicate that significance level of age, experience; family type, marital status and gender are greater than .05. So, the null hypothesis could be accepted for these all the five demographic variables The results thus emphasize that all the selected demographic factors viz. gender, age, total work experience, family type and marital status do not have any predictive association with the obliging style.

4. ANOVA for Avoiding-conflict handling styles as a function of the five demographic

variables.(Table4)

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Gender	Between Groups	1.173	10	.117	1.120	.412
	Within Groups	1.467	14	.105		
	Total	2.640	24			
Familytype	Between Groups	1.393	10	.139	.447	.898
	Within Groups	4.367	14	.312		
	Total	5.760	24			
Age	Between Groups	2.960	10	.296	1.295	.320
	Within Groups	3.200	14	.229		
	Total	6.160	24			
TotalworkExp	Between Groups	2.960	10	.296	1.295	.320
	Within Groups	3.200	14	.229		
	Total	6.160	24			
Maritalstatus	Between Groups	2.560	10	.256	4.480	.006
	Within Groups	.800	14	.057		
	Total	3.360	24			

Notes: * $p < .05$

Interpretation: The results of table 4 clearly indicate that significance level of gender, age, experience and family type are greater than .05. So, the null hypothesis could be accepted for these four demographic variables and rejected for marital status. The results thus emphasize only marital status predicts the avoiding conflict handling styles and other four demographic factors viz. gender, age, total work experience and family type do not have any predictive association with the avoiding style.

5. ANOVA for Dominating-conflict handling styles as a function of the five demographic variables.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Gender	Between Groups	2.140	9	.238	7.133	.000
	Within Groups	.500	15	.033		
	Total	2.640	24			
Familytype	Between Groups	3.143	9	.349	2.002	.113
	Within Groups	2.617	15	.174		
	Total	5.760	24			
Age	Between Groups	2.960	9	.329	1.542	.220
	Within Groups	3.200	15	.213		
	Total	6.160	24			
TotalworkExp	Between Groups	3.210	9	.357	1.814	.148
	Within Groups	2.950	15	.197		
	Total	6.160	24			
Maritalstatus	Between Groups	.860	9	.096	.573	.799
	Within Groups	2.500	15	.167		
	Total	3.360	24			

*Notes: * p < .05*

Interpretation: The results of table 5 clearly indicate that significance level of age, experience; family type and marital status are greater than .05. So, the null hypothesis could be accepted for these four demographic variables and rejected for gender. The results thus emphasize Thereby, only gender predicts the dominating conflict handling styles and other four demographic factors viz. age, total work experience, family type and marital status do not have any predictive association with the dominating style.

Discussion and Implications

The major objective of the present research was to determine the role of selected demographic variables in the choice of conflict management strategies of the employees. It is observed from the results of the study that gender does predict the compromising and dominating conflict handling styles. Also marital status would predict if the employee will use avoiding conflict handling style. Obliging and integrating styles are not associated with any of the demographic variables selected.

The results of the study have some practical implications that can be useful for researchers as well as for managers and policy makers in the organizations. This study has thrown light on the impact of various demographic factors on conflict handling styles of individuals. The findings of this study give an insight to the human resource managers to undertake the various human resource functions like recruitment and selection keeping in view that a right mix of employee demographics in the workforce can lead to positive conflict management in the organization. Also, there can be some counseling sessions or training sessions organized for employees on usage of right conflict handling styles. This may be helpful for an organization to be successful and to achieve organizational objectives with positive employee relations. Employees are the key asset of any organization and their positive behavior on the job is the key to organizational success.

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